

Law Enforcement News

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Protecting society from the young:

Pretrial jailing OK'd

In a 6-to-3 decision issued on June 1, the Supreme Court reversed two lower Federal courts and reinstated a New York state law allowing the pretrial confinement of juveniles charged with delinquency.

The ruling was the first Supreme Court decision addressing the controversial issue of pretrial confinement, often referred to as "preventive detention" which is provided for in the statutes of all 50 states.

The New York law permits a Family Court judge to detain a juvenile — someone between the ages of 7 and 16 — who presents a "serious risk" of committing "an act which if committed by an adult would constitute a crime."

The law was struck down by the U. S. District Court in Manhattan in 1981, which ruled that the statute imposed punishment without a trial, in violation of the constitutional guarantee of due process of law. The decision was upheld in 1982 by the U. S. Court of Appeals for the Second Circuit. In reaching their decisions, the lower courts noted that a majority of those detained are eventually either found not guilty or are not sentenced to any further confinement.

Writing the majority opinion for the Supreme Court, Associate Justice William H. Rehnquist

said, "The state has "*a parens patriae* in preserving and promoting the welfare of the child."

He continued: "In light of the uniform judgment that pretrial detention of juveniles properly promotes the interests of both society and the juvenile, we conclude that the practice serves a legitimate regulatory purpose compatible with the 'fundamental fairness' demanded by the due process clause in juvenile proceedings."

Rehnquist said the New York law both protected society from additional juvenile crime, and protects the juvenile from "the consequences of his criminal activity," such as "the downward spiral of criminal acitivity into which a peer pressure may lead the child."

In addition, Rehnquist said, "There is no indication in the statute itself that preventive detention is used or intended as a punishment," and he cited the limited time allowed by the law — no longer than 17 days for a serious crime and no more than 6 days for a lesser offense — as an example.

The opinion conceded that "in some circumstances detention of a juvenile would not pass constitutional muster," but said "the validity of those detentions must

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part" of the strategy, "for the first time in any study that I've ever seen, we have three cities that completely revamped the entire communications system of a police department.

"We don't talk too much about that because everybody is anxious to find out how many calls you do not send to the field," Kessler said. "But the first detail, at least in my point of view, is the regaining by management of control over the entire communications system."

DPR first became operational in Garden Grove in April 1982, following eight months of planning. A full-scale, in-house test of the strategy was conducted over a five-day period, enabling the department to appraise procedures, personnel and equipment. Five months later, in September, the experiment began in earnest.

From the outset, the heart of the program has been what is referred to as the DPR Matrix, a nine-category chart that allows call-takers at headquarters quickly to determine police response to calls for service. The call-taker has a choice of eight response modes: three involving im-

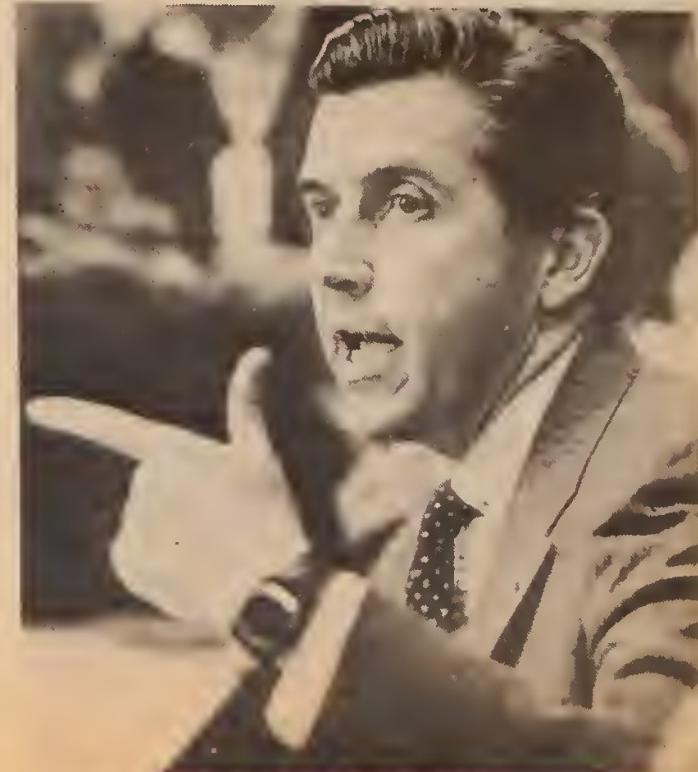
Olympic effort readied to police '84 Games in LA

By Jennifer Browdy

The 1984 Summer Olympic Games will not be all fun and games to the law enforcement officers charged with maintaining law and order at the 23 venues in Los Angeles and other Southern California sites. Thousands of local law enforcement officers, as well as hundreds of state and Federal officials, have been preparing for the Olympics during the past four years, developing elaborate security, traffic and crowd management plans to make sure the 16-day event runs smoothly.

Because of the extreme geographic dispersion of the Olympic events — the various sites of competition and the Olympic Villages are literally hundreds of miles apart — the law enforcement agencies in a dozen communities in three counties will be affected. Add to these the state and Federal agencies involved, and you get a coordination problem of staggering proportions. Altogether more than 60 local, state and Federal police agencies will provide the Games with a security force of nearly 17,000 sworn officers.

The Los Angeles Olympic Committee is providing \$100 million for security efforts during the



Edgar N. Best, director of security for the Los Angeles Olympic Organizing Committee.

Wide World Photo

military units.

Apart from Edgar N. Best, the former FBI agent who is director of security for the Los Angeles Olympic Organizing Committee,

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Garden Grove finds cure for reactive patrol

By Peter Dodenhoff

Is your department understaffed? Are you feeling the budget pinch? Feel as if communications dispatchers, and not police managers, are running the department? Tired of running frantically from one call for service to the next, only to have citizens complain that the patrol unit didn't show up sooner?

If any of these problems sound familiar to your department, the police in Garden Grove, Calif., may have just the solution.

Based on the findings of a 12-month, two-part field test financed by the National Institute of Justice, members of the Garden Grove police hierarchy have been touring the country in recent months, touting the benefits of a strategy known as Differential Police Response. The DPR strategy, which has also been tested in Toledo, Ohio, and Greensboro, N.C., has enabled Garden Grove police to divert nearly 40 percent of all calls for service from field units, with no apparent loss of citizen satisfaction.

And, in what Garden Grove Police Chief Frank Kessler describes as "the most exciting

mediate response by a field unit; four types of delayed response, ranging from 15 minutes to more than an hour, or non-mobile response.

Also at the fingertips of each police call-taker is a flip chart detailing pertinent questions to be asked of each caller. The questions, which form the basis for making assessments of any call for service that might come in, were developed by an advisory committee consisting of both police officers and communications personnel.

"Police officers and communications personnel worked together to develop the questions," said Capt. Stan Knee, Garden Grove's project manager for DPR. "The police officers said, 'We need this information,' and the people in communications said, 'Hold it; when a person calls in and they start rattling off, they always give in this manner, so we think that we should change the questions around in the manner that the information comes.' So there was a coming-together of information, and that's how that was produced."

When a communications dis-



Capt. Stan Knee (l.) and Chief Frank Kessler of Garden Grove, Calif., hold forth on the Differential Police Response strategy at the recent Police Management Association conference.

T.A. Leto

Around the Nation

Northeast



DELAWARE — Corrections Commissioner John L. Sullivan wants legislation continuing the home visit program for Class A felons — murderers, rapists, kidnappers — and to clarify the authority of corrections officials. The program was suspended after a prisoner escaped while visiting his parents.

Police in Lewes made an unusual DWI bust recently when they arrested a quadriplegic for driving his motorized wheelchair while intoxicated. Officials reduced the charge to being drunk on the highway, which allows the 26-year-old man to keep his wheelchair. He left home after a domestic fight.

MARYLAND — The state is offering prosecutors special fees for successfully closing food-stamp fraud cases. The Federal program is labeled "obscene" by some officials. State's attorneys' officers get \$100 for cases settled out of court, \$250 for a guilty plea before trial and \$500 for a conviction.

MASSACHUSETTS — The FBI and state police from throughout the Northeast have formed a task force to find 11 fugitives, including Black Liberation Army figure Joanne Chesimard, who are linked to the murder of a New Jersey state trooper and a series of bank robberies and bombings.

NEW JERSEY — The judge who banished Steven Williams from the town of East Rutherford for refusing to obey a police officers had a change of heart and now says Williams may attend sporting events at the Meadowlands. Meanwhile, a state official has said there is no offense on the books that calls for exile.

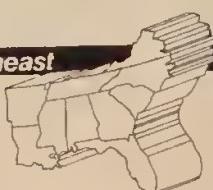
NEW YORK — A new Nassau County law requires that organizations or individuals soliciting funds or contributions on behalf of law enforcement agencies in the county must file a statement with the Nassau County police commissioner or his designee. Commissioner Samuel J. Rozzi said the law will allow the close scrutiny of fund-raising activities, some of which have been found to be fraudulent in the past.

Three New York City transit police officers were indicted June 1 in the death of Michael Stewart, a young black man who died mysteriously after he was arrested eight months ago for painting graffiti on the subway. Lawyers for Stewart's family have charged the police department with an extensive cover-up that began with 11 white officers beating Stewart, continued with a discredited autopsy, and culminated in manslaughter charges against only three officers.

VERMONT — For the first time, Federal, state and local law enforcement agencies plan to coordinate efforts to curb drug trafficking in this state. One Federal agent and six state police investigators will be assisted by more than 55 local officers.

Three Burlington police officers were suspended without pay for ten days, ending an investigation into departmental misconduct that began in 1980. Patrolman Edward Strong was accused of using what he believed to be cocaine and of carelessly waving his gun. Cpl. Joseph Crepeau and Sgt. Wayne Hunt were accused of saying evidence of wrongdoing existed in the department when it didn't.

Southeast



ALABAMA — Four Headland residents, including a meat store owner, were indicted by a federal grand jury on charges of misusing food stamps. They are accused of purchasing about \$4,000 in stamps at a discount.

FLORIDA — A Brevard County judge ruled that Breathalyzer tests alone are insufficient evidence to convict a suspected drunken driver. Police must also use other sobriety tests, the judge ruled, because the Breathalyzer machine is subject to radio interferences.

Physical testing for jobs in the Jacksonville/Duval County Sheriff's Department is being reviewed for possible revisions, because some female candidates claim the agility requirements discriminate against them.

GEORGIA — Atlanta police officer Carl Pyrdum, 31, was in stable but critical condition early this month after being shot in the stomach June 1. Pyrdum, the first city police officer to be wounded in the line of duty this year, was shot after stopping a vehicle he suspected was stolen.

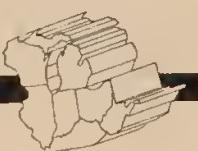
LOUISIANA — A bill giving police officers more rights during internal investigations was approved by a state House committee. New Orleans Police Superintendent Henry Morris opposed the bill, saying "We must be able to get rid of bad, rotten, thieving police officers." The bill now goes to the full House.

MISSISSIPPI — Webster County Sheriff Bill Middleton got the credit for discovering a laboratory used to manufacture the narcotic PCP, or angel dust. He noticed something "funny" going on in an abandoned farmhouse and called for state help. Four people were mixing drugs when arrested, police say.

VIRGINIA — At the Virginia Crime Prevention Association's

annual conference in May, master police officer Pat Baber of the Fairfax County Police Department was elected VCPA president. Joe Tucker, crime prevention director with the state police, was elected vice president, and officer Dave Zimmerman of the Waynesboro Police Department was elected secretary. The Portsmouth Police Department's crime prevention commander, Capt. P.J. Enrico, was elected treasurer.

Midwest



MICHIGAN — Redford Township Police Chief Michael Manoog Jr., 53, a 27-year police veteran and president of the Wayne County Police Chiefs Association, pleaded guilty to stealing four rolls of camera film from an Oakland County K-Mart store. He was arrested in his home by deputies from the Oakland County Sheriff's Department, and faces the possibility of a jail term and fine. He has resigned his post as police chief.

For three months, some 10 to 15 Britons a day were calling overseas to the De Witt Police Department to hear the sounds of simulated sex acts. The calls began after a magazine distributed in the United Kingdom published an incorrect number for a sexually explicit recorded message. When told they had reached a police station and not the sex line, most Britons, "to try to save face, kept talking to us," said Chief Wendell Myers. The phone company computers are now programmed to issue a busy signal to De Witt-bound calls from Britain.

OHIO — In Cleveland, a committee to study the use of deadly force by police will be headed by Jordan Band, vice chairman of the Community Relations Department. Two unarmed men have been shot to death by police in Cleveland since May 26, and though officials say there is no evidence police acted inappropriately, the NAACP is trying to set up a civilian review board for police because of the shootings.

WEST VIRGINIA — Tall tales on the lighter moments of law enforcement made the rounds at the meeting of the State Police Chiefs Association this month, but the topper, according to USA Today, was told by Nitro Police Chief C.R. Cochran. He recalled the night a police officer found a dead horse while walking his beat on Quarrier Street in Charleston. "The guy couldn't spell Quarrier," Cochran said, "so he dragged the horse to Lee Street and filled out his report."

WISCONSIN — The tornado that destroyed the town of

Barneveld claimed yet another victim earlier this month, Sauk County Sheriff's Deputy Stuart J. Searles, 33, of Baraboo. Searles died when the helicopter he was piloting caught fire and crashed. He was about to pick up Sheriff Alan Shanks and fly to the tornado-damaged area.

Plains States



IOWA — Police chased one Kirk Horton, 26, through Linn County earlier this month, at speeds that reached 18 to 22 miles per hour. Horton faces charges of stealing a tractor and trying to run down the officers who were chasing him.

NEBRASKA — Thirty-three percent fewer drunken drivers were arrested in fiscal 1983-84 than in 1982-83, state officials say. The reason, they say, is strict enforcement of the law and the stigma attached to drunken driving.

NORTH DAKOTA — In Fargo, results of physical fitness tests for prospective police officers were thrown out by the City Commission. The test, taken by 29 applicants, overemphasized strength and agility, according to City Attorney Wayne Solberg. The city is planning to redesign the test.

One of three men involved in the shooting deaths last year of two U.S. marshals near Medina has been released on \$50,000 bond, pending appeal of his conviction. David Broer, 43, is serving a 10-year Federal prison term for harboring and concealing tax protester Gordon Kahl.

WYOMING — Reported crime statewide dropped 22.7 percent during the first quarter of 1984, compared to the same period last year, according to the state attorney general's office. In 1983, a total of 5,126 incidents were reported during the first three months. In 1984, 3,949 incidents were chalked up during the same period. It was reportedly the sixth straight quarter that crime had declined.

The state's Supreme Court ruled that mayors can fire police chiefs without City Council approval. The case arose when the Newcastle City Council argued that Mayor Louis Carlson should have to specify why Police Chief Howard Snider was dismissed. The council members want Snider reinstated, pending a hearing.

Police officers in Gillette who wreck a car usually get two days off without pay, but a recent incident has proved an exception to the rule. Officer Paul Dow got out of his patrol car to question two occupants of a car parked in a secluded area. His police dog part-

ner, Eico, did as he was trained and jumped into the front seat of the cruiser to keep an eye on Dow. But the dog accidentally hit the gearshift lever and the police car rammed the parked vehicle. Nobody was hurt, but both cars were slightly damaged. The department judged it a special case.



ARIZONA — Maricopa County Chief Deputy Bill Baker was fired from the Sheriff's Office for sharing a checking account with a bail-bonds woman. Baker admitted signing checks for Ruth Wetzel, who owns five bail-bond companies, according to Sheriff Jerry Hill.

In Bisbee, it took just a few minutes after Mayor Frank Peters was sworn in to office before he suspended Police Chief Tony Martinez and City Clerk Brian Hoyt. Peters named the former police chief, Eddie Lopez, as a replacement for Martinez.

OKLAHOMA — Boley, a town of 423 residents, has a police force once again with the return of former officer Walker Watts, who quit in 1983 over a dispute with Mayor H.C. Sanders. Watts agreed to work part-time, Thursday through Saturday, for \$300 a month. Residents had complained that crime increased after he left.

TEXAS — In Fort Worth, voters approved a referendum on a proposed 911 emergency telephone number for Tarrant County. A start-up date cannot be set until the Legislature approves an 18-cent increase on monthly telephone bills to pay for the service, which will cost \$1.8 million initially, and \$67,000 monthly.



WASHINGTON — In Olympia, the state's Supreme Court ruled that hypnosis cannot be used to stimulate witnesses' memories in criminal cases.

In Seattle, about 25 people protested at King County Courthouse against the June 1 inquest finding that police used reasonable force in fatally shooting Robert Baldwin. Baldwin, who had killed a police officer with a sword and barricaded himself in his apartment, was shot 21 times in the back on March 28.

Growing pains:

Farmers find crime sprouting like weeds



A plum for agricriminals who plunder farm equipment, this combine wades through a Kansas wheat field.

Wide World Photo

By Jennifer Browdy

A new word has been coined to describe a growing thorn in the sides of rural law enforcement officers: agricrime. Agricrime, the theft of farm equipment and livestock, seems to vary in magnitude from state to state, but most experts agree that it is on the rise throughout the country.

There is no national agency keeping track of how much equipment and livestock is lost to thieves each year, and few states keep any statistics. Dr. Joseph Donnermeyer, director of the Center for Rural and Urban Crime Studies at Ohio State University, is in the process of conducting a survey of victims of agricrime in Ohio. His preliminary figures show that out of 480 farmers, 224, or 47 percent, were the victims of some form of crime during 1983.

Of those 224 victims, Donnermeyer said, most reported cases of vandalism. "But it went beyond kid stuff," he added. "The 55 farmers who were vandalized reported damages totalling \$7,487."

Donnermeyer said 12 percent of the respondents were victims of theft or burglary of household items and 32 percent reported theft or burglary on the farm premises. Out of the 224 farmers victimized, 25 reported successful burglaries of tools and small farm equipment worth a total of \$6,350, and 40 reported in-

cidents of theft of farm machinery worth \$6,000. In addition, 61 respondents reported cases of fraud, either passing of bad checks or purchasing defective equipment.

In Ohio, livestock theft is not a major problem: "Most thieves of livestock here are just looking to fill their freezers," Donnermeyer said. But in Texas, it's quite a different story. Steve Munday, a spokesman for the Texas and Southwestern Cattle Raisers Association of Fort Worth, said cattle rustling is a serious problem in his state.

Munday's organization supports the work of 32 field inspectors who are certified by the Texas Department of Public Safety as peace officers and special Texas Rangers. The Cattle Raisers Association pays their salaries and provides them with vehicles and weapons, and because of their special status, they are allowed to pursue their investigations across county and state lines — an important authority in their line of work, as most cattle thieves sell the livestock out of state.

In 1983, Munday said, the field inspectors investigated 150 cases of agricrime, recovering or accounting for 2,892 head of cattle, 30 stolen horses, 34 saddles and 13 trailers, worth a total of \$1,759,121.

Munday said the thieves come in three major types. "There are what we call white-collar thieves, professional people who steal cattle in a sophisticated manner. Then there are the butcher thieves, who just go out, shoot a cow and field-dress it for the meat. In the middle, there are the bona fide cattle thieves, who go out and steal cattle to resell as quickly as possible for profit."

The profit motive is strong in cattle rustling, where each cow or steer is worth about \$400. "Cattle theft is unique in that you're dealing with a live commodity," Munday said. "If you steal a stereo, you're likely to get pennies on the dollar of its market value when you try to resell it. But when you steal a cow and bring it to auction, you'll get its full market value. If you steal 10 or 20 head, you're talking several thousand dollars of profit, and that's pretty good money."

Another incentive for cattle thieves is that they rarely get punished severely. Of the 112 cases that the Cattle Raisers Association brought to trial in 1983, only one resulted in an actual prison sentence; many cases were dismissed, and the rest resulted in probation or deferred sentences.

"The court system is very lenient to people who steal

Continued on Page 7

Jordan reportedly eyeing retirement from Boston PD

Boston Police Commissioner Joseph M. Jordan is reportedly involved in negotiations with the city of Boston over terms of his possible retirement.

In a recent interview with the Boston Globe, Jordan said that although talks were underway between his attorney and the city's Corporation Counsel, he had "no idea whether those talks would be fruitful or not."

Corporation Counsel Joseph I. Mulligan confirmed that negotiations were taking place, but would make no prediction on when the talks would conclude or when Jordan might retire.

Jordan, 61, has held the \$60,000-a-year post for eight years, and is a 39-year veteran of the Boston Police Department. During his tenure as commissioner, he has been accused of "politicizing" the department, and of attempting to cover up police misbehavior in the 1975 shooting of a black man by two white police officers.

Last December, Jordan refused Mayor Raymond L. Flynn's request for his resignation. Flynn does not have the power to remove the commissioner from office before the end of his term. Jordan is now in the second year of his second five-year term.

In January, Jordan reportedly agreed to resign if the city would pay him his salary until the end of

his term. City officials dismissed the idea, saying Boston's austere budget could not support such an arrangement.

Jordan apparently wants to go out gracefully. He has said he would retire when "it should not appear that the unions or the mayor are forcing me out the door."

Rumor has it in Boston that the



Jordan

commissioner is not planning to finish his term, however. There have been unconfirmed reports that Jordan might be offered a position at Northeastern University as head of the school's law enforcement program.

Jordan is keeping folks guessing at this point. "I don't know when I'll retire" was his only recent comment on the issue.

Polygraph validity gets raked over the coals at NY meeting

The dispute among experts over the accuracy of polygraph examinations added another chapter this month at a symposium on lie detectors at the annual meeting of the American Association for the Advancement of Science in New York.

David Lykken, a psychologist at the University of Minnesota, maintained there is no scientific evidence to show whether such tests are accurate. "There is not even a study showing in a controlled and systematic way that instituting a polygraphic screening program will actually reduce employee theft in the long term or produce a higher-caliber work force," he said.

Lykken said that the only valid studies he knows of show polygraph tests to be accurate 73 percent of the time.

But other polygraph experts contacted by Law Enforcement News disagreed. Nat Laurendi, a former New York City Police Department detective, now a full-time court polygraph examiner, said that based on his experience, lie detectors are accurate 90 percent of the time. "There has been a high correlation between when I call a defendant truthful and that defendant's being acquitted. If I call a defendant truthful, the jury agrees with me about 90 percent

of the time.

"Of course, the polygraph is only as good as the polygraphist," he said. "Overall, my experience and the cumulative research shows that the polygraph detects deception better than chance, but not at rates that could be considered significant."

Gordon Barland, a Salt Lake City polygraphist who has completed extensive research on the subject, said that in exams of criminal suspects he can expect an accuracy rate of 85 to 90 percent. "That's assuming we're not talking about victims, witnesses or pre-employment testing, and the polygraphist is properly trained," he said. "The polygraph is a remarkably robust technique, which works better than chance with a wide variety of people,

situations and experience levels of examiners."

As far as pre-employment testing is concerned, Barland said he believes the "error rate is not nearly as high as the critics believe. I support it," he said.

Taking a middle-of-the-road approach, Frank Horvath, a researcher at Michigan State University, argued at the symposium that lie detector tests are useful even if they're not accurate.

"If the accuracy was shown to be less than perfect, which in my view is likely," he said, "there would still be reason to use such testing. There is little doubt that people reveal frank information, even against self-interest, in polygraph examinations," he said.

House plays catch-up with Reagan on national missing-children center

What could have been a major embarrassment for the Reagan Administration was avoided earlier in the month when the House passed a bill establishing a National Center for Missing and Exploited Children.

The Administration, apparently putting the cart before the

horse, had already announced the establishment of the center, and had approved \$3.3 million for its operating costs for two years.

The House passed legislation that included \$10 million for fiscal 1985 to finance the toll-free telephone line and national computer system that will help parents track missing children.

People and Places

Top Pa. cop dead at 55

Pennsylvania State Police commissioner Daniel F. Dunn, a former Pittsburgh-based FBI agent, died of a heart attack May 16 at age 55.

Dunn, who had a recent history of heart ailments, complained of chest pains while giving a tour of the State Police Academy at Hershey on the morning of May 16. He was taken to Hershey Medical Center, where he died at 1 P.M.

Dunn had spent 23 years with the FBI, the last 17 of them in the Pittsburgh office, where he was a special agent in charge of a bank robbery and reactive crimesquad.

Pittsburgh FBI spokesman Jeff Kimball, who worked with Dunn for 10 years, remembered him as "an outstanding agent and outstanding leader of men whose fantastic sense of humor got us through a whole lot of tight situations."

Dunn was appointed state police commissioner in 1979. He played a key role most recently in the flap over state police chauffeuring two of Gov. Thornburgh's sons to schools in Massachusetts. The cost and necessity of the trips, which Dunn maintained followed standard security practice, were questioned by state Treasurer Budd Dwyer and several lawmakers.

During Dunn's tenure, the state police were also accused of racism by a Federal judge who ordered reinstatement of a black officer charged with theft. That case reportedly led to the transfers of eight police majors last year.

Deputy Commissioner Cyril Laffey is acting head of the department, pending announcement of a successor.

First deputy hits the top

John Jemilo, the Chicago Police Department's first deputy superintendent in charge of the bureau of operational services, has been elected president of the Illinois Academy of Criminology. Jemilo, a 32-year veteran of the Chicago force, is a former vice president of the academy.

The Illinois Academy of Criminology provides a forum for exchange of information on recent research, pending legislation

and the reports of study commissions.

Cop wins Mass. bucks

A Pittsfield, Mass., patrolman became a millionaire when he won the Massachusetts Megabucks lottery earlier this month.

Officer Michael Bianco, 37, a 14-year veteran of the Pittsfield Police Department, won with the numerical combination of 1-10-12-25-27-35, which will provide him with a total of \$1,719,350. Bianco will receive \$85,967 a year for the next 20 years.

A spokesman for the Pittsfield Police Department said Bianco began a two-week vacation after winning the lottery, and hasn't been seen at the station since.

Still catching crooks at 71

At 71 years of age, Deputy Sheriff Thomas Hume Lillard Jr. is by far the oldest member of the Madison County, Va., Sheriff's Department, but he's not yet thinking of retirement.

"I enjoy catching the crooks out there," Lillard says. "Nobody knows how good it makes me feel to catch a criminal."

Lillard's father, T.H. Lillard Sr., was the Madison County Sheriff from 1933 to 1956. On April 16, 1934, Sheriff Lillard deputized his oldest son, and the two handled the county as a father-son team for more than 20 years. When the elder Lillard retired, another son, C.E. Lillard, took over as sheriff from 1956 to 1974.

T.H. Jr. said he was offered the chance to become sheriff when his father retired. "But I told Daddy I wasn't interested," he said. "I figured I'd be happy being a deputy under my brother just like I was with my daddy."

Lillard is married, and has a son, Randall, who is not interested in continuing the family trade of sherifing. The younger Lillard runs his father's 520-acre cattle farm near Shenandoah National Park.

Lillard has had his share of danger during his years as a deputy. But he says his favorite cases are those that involved retrieving



Making her plea

stolen goods of sentimental value and returning them to their owners.

"It brings great joy to me when I get to do something like that," Lillard said. "Those people remember you with good feelings. People you arrest don't."

New dean for CJ school

Terence P. Thornberry has been named dean of the School of Criminal Justice at the State University of New York at Albany. He succeeds Donald Newman, who will remain on the school's faculty.

Thornberry has been director of the Research Center in Crime and Delinquency at the University of Georgia since 1982. A sociologist with a specialty in criminology, he has done extensive research on developing theoretical models to explain the causes of delinquency and criminal behavior.

He has written many articles on various criminal justice topics, and has co-authored several books on criminology and delinquency. He was the principal investigator for the National Institute of Corrections 1982 report on overcrowding in American prisons.

In 1975, Thornberry received the presidential citation from the American Society of Criminology. He also won the J. Francis Finnegan Memorial Prize in Criminology from the University of Pennsylvania in 1968. He has a master's degree in criminology and a Ph.D. in sociology from the University of Pennsylvania.

Debbie Irwin, 25, of Ware, Mass., talks to the press outside Ware District Court May 29 after entering a plea of not guilty to charges of driving under the influence of alcohol. Irwin, who won an \$875,000 liability judgment against the town in connection with a DWI accident that killed her son, says she is being harassed.

Wide World Photo

Sheriff days near an end

Sheriff Johannes Spreen of Oakland County, Mich., has announced plans to forsake his law enforcement career and challenge incumbent county executive Dan Murphy in the November elections.

A colleague of Spreen's, former Wayne County Sheriff Bill Lucas, said Spreen will have a tough race on his hands. Lucas, now Wayne County executive, said Murphy has "a record of excellence," and that "anyone running against him will find a formidable foe."

Texas chief is buffalomed

In Newark, Texas, the fugitive who heads the "most wanted" list isn't a felon — or even human, for that matter. He's a fence-jumping, wiley male buffalo, who has managed to elude the law for more than three weeks.

The first time the animal was sighted, the police received a report of a buffalo roaming on the road. Newark Police Chief Dennis Dunlap, one of his officers and a few curious motorists chased the animal on foot for nearly two hours before shooing it off the road and into a field behind a railroad track.

"He seemed pretty content there, so we left him," Dunlap said. "But ever since then that thing has plagued us."

A week later, the buffalo decided to graze in the middle of the town's ballpark. That's when

Dunlap began to get concerned, since there had been reports that the bull had charged two vehicles in his travels.

Dunlap contacted the Fort Worth Zoo, the local humane society and the Tarrant County Sheriff's Department, none of whom offered any help. He also put out notices asking if anyone was missing a buffalo, but no one came forward. He even enlisted the aid of a Dallas billionaire, who once organized a successful commando raid on an Iranian prison to free two employees.

So far, nothing has worked, and Dunlap is about out of ideas. Fortunately, the buffalo has been lying low in the last week or so.

"He's stayed out of my hair for the last three or four days," Dunlap said. "But I'm still stuck with a buffalo. I've never handled a buffalo in my nine years as a policeman."

Blackfaced and redfaced

When former Baltimore police officer Bohy Berger was fired from the force, it wasn't for any misbehavior — at least not of an ordinary sort. Berger, 37, a 12-year veteran of the force, lost his job after refusing to discontinue his blackface Al Jolson nightclub act.

The Jolson routine began as a little-noticed sideshow to Berger's mainstage life as a police officer. He performed in blackface on private stages in the suburbs of Baltimore, and once was hired by Police Commissioner Frank J. Battaglia to perform for a Sons of Italy banquet.

But when Berger moved his act to a downtown Hilton hotel,

What They Are Saying

'If we don't get 60 percent ridership on the buses, we're looking at a major traffic problem.'

Tim Maley

of the California Highway Patrol, sizing up the traffic situation at the 1984 Olympics. (6:3)

People and Places

things changed abruptly. The National Association for the Advancement of Colored People and other black community groups began protesting the routine as racist and demeaning; the Hilton management halted the performances, and the police department ordered Berger to stop the act, or at least remove the blackface make-up.

Berger refused, saying the department could not direct what he did with his free time. Last month, the U.S. District Court Judge Walker Black Jr. upheld the department's right to limit Berger's off-duty actions. When Berger persisted with his routine, he was dismissed for insubordination.

"If he had been an insurance salesman, it would not have been the same issue," said police attorney Millard Rubenstein in defense of Berger's dismissal. "But Berger's blackface performances inhibited the job of the whole police force. The black community was outraged at the department."

Berger contends the department played politics with him and that Commissioner Battaglia used him to achieve a better image in the black community. Supported by the American Civil Liberties Union, he plans to take his appeal to the Supreme Court, in hopes of being reinstated to the police force.

"I knew the consequences of my decision to continue the blackface," Berger said. "It's scary what they're telling me. What if next time they don't like it if I take up golfing? What if I worked in a Chevy plant and they told me I couldn't drive a Ford, or if I go to a Polish roller rink and they tell me I can't whistle Irish songs?"

He can run, but not hide

The Atlanta Metro Fugitive Squad doesn't give up easily. After 23 years of searching, the squad finally got its man this month, when authorities arrested Robert Eugene Lucas, 56, a convicted murderer who escaped from a Georgia prison in 1961.

Lucas was convicted in 1960 of fatally shooting a man during a scuffle at a tavern in Atlanta. He escaped from Stone Mountain Prison in 1961, and for the next few years did time on the fugitive squad's most wanted list, avoiding capture despite at least two brushes with the law while on the lam.

Several months after his escape, he was stopped by police in Texas for a traffic violation, but left the state soon after. In 1980 he was charged in Florida with driving under the influence and leaving the scene of an accident. Fingerprints from that arrest helped investigators to connect Lucas to the Georgia case, according to Mike Lanfersiek, a special agent for the Florida

Department of Law Enforcement.

The fugitive squad, which combines the resources of various law enforcement agencies in the Atlanta area, caught up with Lucas in Orlando, Fla., where he had apparently been living since 1963, when he applied for a driver's license under an assumed name.

Tony Gailey, the head of special operations at the Georgia Bureau of Investigation, said Lucas was arrested after information regarding his whereabouts was gathered by two officers attached to the fugitive squad, Bobby Gordon of the Cobb County Sheriff's Office and Richard Brown of the Atlanta Police Bureau.

Legend still walks tall

The legend of Buford Pusser, the one-time sheriff of McNairy County, Tenn., who inspired the movie "Walking Tall," has been given new fuel with the establishment of the Buford Pusser Monument to Justice Museum in the McNairy County town of Shiloh, about 100 miles east of Memphis.



Pusser

The museum, owned by Art Mainers, houses artifacts that law enforcement officials might come across in the course of a working day, as well as such miscellaneous exhibits as drug paraphernalia, knives confiscated from prison inmates, a moonshine still, handcuffs belonging to New York City Police Det. Frank Serpico's partner, a Polaroid picture of a body in a lake, an intoximeter, and photographs of a dead body at a murder scene.

It also features a life-size plywood likeness of Pusser, and a collection of Pusser memorabilia organized by W.R. Morris, who has just published a biography of Pusser called "Buford."

Pusser himself is not around to pass judgment on his museum, having died in a car crash in 1974. According to Morris, Pusser was shot eight times, stabbed seven, run over by a moonshiner's car and forced to take two lives dur-

ing the six years he was sheriff.

"The movie didn't tell the real story," Morris said. "It's an historical tragedy, but Hollywood drowned the real Buford Pusser legend in fiction ink."

There might be some who, on looking at the museum, would say it is less a monument to justice, or to Pusser, than to the spirit of American entrepreneurship. Mainers, a former amusement park operator, has surrounded the site with a 700-seat disco and a Disc Jockey Hall of Fame, and plans to build a 60-unit hotel, a restaurant, an Elvis Presley museum and a wave pool.

Gear-shifting in DUI war

The West Jordan, Utah, Police Department has adopted a new strategy for apprehending drunken drivers. The department has shifted its tactics from roadblocks to roving patrol, and has gained the advantage of surprise, as well as using its manpower more efficiently.

When the number of intoxicated drivers stopped at the road

blocks declined, the police thought they were winning the DUI war. They soon learned from an informant that it wasn't that fewer intoxicated drivers were out on the road, but that those who were out were being forewarned that the roadblocks had been set up.

"We learned that an elaborate citizens-band radio network and/or telephone system was being used to warn bar patrons of the roadblock location," said Police Chief Kal O. Farr. "The people who had a little too much to drink were skirting the roadblocks, and, many times, efforts to avoid the roadblocks created greater safety problems because drivers made quick U-turns on the highway or darted down side streets."

To outsmart the drunken drivers, the police employed a directed enforcement program, in which five officers were assigned to patrol the streets on certain nights looking for erratic driving patterns and other indications that a person may be intoxicated.

Farr said the program has been completely successful, and the West Jordan City Council was so impressed with the program that it has tentatively budgeted \$33,000 in the 1984-85 budget to



At chase's end

Ed Rahill, of Barrington, Ill., and Tim Montgomery, of Fremont, Ohio, stand beside the car they used to win the Four-Ball Rally, a cross-country road race, in San Diego last month. At least seven of the 30 drivers who began the race in Boston were arrested for various driving violations during the race, mainly for speeding (usually 100 m.p.h. or better), reckless driving or illegally possessing police scanners or radar-detection equipment.

Wide World Photo

keep the directed enforcement alive. The money will be taken from the liquor law enforcement money (beer tax) allocated by the state under a new law passed this year.

Posse gets the heave-ho

The conflict between Wisconsin law enforcement officials and the somewhat enigmatic self-proclaimed township of Tigerton Dells may be over. Late last month, under a court order to disband the collection of trailers that made up the town's Main Street, members of the right-wing anti-tax group Posse Comitatus began hauling their homes to the local trailer park.

Tigerton Dells was founded by Posse Comitatus leader Donald Minniecheske, who also heads the group's religious branch, the Life Science Church. Since its handful of townspeople set up house there, Tigerton Dells has been the site of continued friction between Posse members, who are said to be heavily armed, and state and local officials, who insisted that the collection of mobile homes was illegal and in violation of zoning and septic ordinances.

Posse members have been connected in the past to the murders of two U.S. marshals and an Arkansas sheriff.

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One good SWAT deserves another:

FBI, local police gear up for Olympic security

Continued from Page I
 there is no single "security czar" for the Games, and no chain of command exists outside of each of the agencies involved. Instead, the responsibilities of each agency have been clearly delineated.

The command shifting from Atlanta to Los Angeles has caused some confusion as to expertise as it was to a long-standing dispute between the FBI and the Los Angeles Police Department over which agency would respond to terrorism at the Games.

Each agency claims to have the nation's pre-eminent special weapons and tactics (SWAT) unit.

For its part, the FBI has increased its force of agents in the Los Angeles area from 400 to 800. The bureau is responsible for protecting foreign officials who may attend the Games, monitoring foreign counterintelligence and possible defectors, and — most importantly — guarding against terrorism.

Since the 1972 Olympics in Munich, where 11 Israeli athletes were killed by Palestinian terrorists, security forces at Olympic sites have been haunted by the specter of terrorism, and Los Angeles is no exception. In the last two years, the FBI has developed a 50-agent Hostage

Rescue Team. FBI Director William H. Webster said the unit is designed to deal with major-scale terrorist incidents, with particular emphasis on bringing hostages out alive. Its agents have trained with U.S. military counter-terrorism squads and other foreign terrorist units and have been provided with considerable special equipment.

At a press conference in March, Webster said the Hostage Rescue Team will be "waiting in the wings" in Los Angeles this summer "to present a substantial deterrent to any foreign terrorist effort that might be directed on our shores in the interest of theater."

The Los Angeles Police Department will also have its SWAT team standing by to handle terrorist incidents of a domestic nature. An LAPD spokesman, Cmdr. William Booth, said the command would pass to the FBI only if the terrorism involves other nations.

The LAPD has hired no additional officers for Olympics duty; instead, the department has cancelled all days off and vacations, and extended the working hours of its 6,900 sworn officers, who will be paid time-and-a-half during the Games. Their duties will include crowd control and

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Two SWAT units await the Olympic Games: At left, members of the LAPD unit; at right, members of the FBI's hostage rescue team.

Wide World Photos

Olympic traffic problems give officials a peek at the future

Southern Californians have the reputation of being inseparable from their automobiles, with fewer than 7 percent of L.A. residents normally using mass transportation. So with an eye toward the Olympics, at which 70 percent of the spectators are expected to be Southern Californians, the Los Angeles division of the California Highway Patrol has been working hard with the Southern California Rapid Transit District (SCRTD) to get Olympic spectators to leave their cars and ride the 475 buses that have been assigned to the Olympic fleet.

"We're trying to wean people from their cars," said CHP spokesman Tim Maley. "If we don't get at least 60 percent ridership on the buses, we're looking at a major traffic problem."

Between 84,000 and 330,000 spectators are expected to ride the Olympic buses on each of the 16 days of the Games, depending on the number of events scheduled each day. Adding to the congestion will be a fleet of 550 buses used to shuttle athletes between Olympic venues and the Olympic Villages; another fleet of 250 buses used to move more than 8,000 journalists between hotels, the main Press Center in downtown Los Angeles, and competition sites; and a third fleet of 200 buses and dozens of vans for transporting employees of the Games.

Stephen Parry, the bus planning manager for the SCRTD, said he believes people will use the buses rather than their cars. "We're disseminating information to the effect that, based on



Chuck O'Connell, who is in charge of state traffic planning for the Olympics, looks over the Freeway Status Display map at the Los Angeles offices of Caltrans.

Wide World Photo

the sale of 6 million tickets, we only have enough parking at the Coliseum for 1 out of every 3 spectators' cars. I think if you've paid \$200 for a ticket, you're not going to gamble on finding that one parking space. I think it's going to work."

In addition, Olympics officials have been urging employers to shut down or at least curtail operations during the Games to reduce commuter activity. Most of the Olympic events have been planned to start at about 4 P.M., to keep spectators off the roads during the peak morning and afternoon rush hours. And tickets allowing spectators to watch the same sport all day have been priced attractively, to encourage visitors to stay in one place.

Maley said recent CHP research indicates that the

average spectator attending the Olympics will stay about seven days and will attend two different events a day. "This means an additional 214 million miles of driving will be generated," he said, "and we're projecting a 20 percent increase in minor traffic accidents." No projections had been made for accidents resulting in serious injuries and fatalities, he said.

Because of the influx of spectators, rush-hour traffic conditions are expected to last 14 hours a day on the major Los Angeles highways. "Actually, these traffic conditions are what we've projected for the year 2000," Maley said. "So we can use the Olympics to test out our capabilities for managing future traffic on the existing freeways. It's like a window into the future."

'Agricriminals' eye cattle, equipment thefts

Continued from Page 3
livestock," Munday said. "It's something about the mentality of the jurors. They won't be hard on someone who steals a cow, but if someone steals an automobile, they'll put him in the slammer as fast as anything.

"The way we look at it is, if you steal a man's cattle, you're stealing his livelihood. A rancher may have spent 20 years breeding up his animals, and in one night a thief can come in, steal the heart of his herd, and they'll be scattered or slaughtered. How can

you place a market value on an animal that you've spent 20 years trying to breed?"

Across the country, the response of law enforcement to the problem of agricrime has been an emphasis on prevention. In Virginia, 45 counties recently signed up with a Farm Bureau Federation project that engraves farm equipment with identification numbers that are fed into a computer at the National Crime Information Center in Columbus, Ohio.

"If a sheriff sees suspicious activity, like someone moving a tractor out of field on a flat-bed truck, he can look at the code number, radio his dispatcher, and the owner of the equipment will be called immediately," said Richard Lloyd, assistant director of the Virginia Farm Bureau. "In some cases we've had sheriffs recover the equipment before the farmer even knew it was gone."



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The Texas Cattle Raisers Association has developed a similar tracking system. Its inspectors check cattle at every cattle auction in the state, and the identifying information is put into the main computer in Fort Worth.

"A rancher will call one of our inspectors and say he thinks he's lost 10 head of Hereford cows, XYZ brand, and he thinks his neighbor, John Jones, took them," Munday said. "We'll run a name check on John Jones, see if he's been selling any cattle lately,

and then see if the cattle he's sold match the description of the ones the rancher says he's lost. We've had several cases where we've recovered stolen cattle this way."

Both Munday and Donnermeyer said that a problem for law enforcement in investigating cases of agricrime is that most investigators do not come from a farm background.

"Most of the people who enforce the laws come from a city background," Munday said. "They may be trained in investigation, but they don't know

anything about cattle. They have to have ranch knowledge to be successful."

Donnermeyer said that agricrime will be a major challenge to law enforcement in the future, as it gets bigger and more organized.

"Law enforcement should concentrate on learning how to work with the farmers on crime prevention, and encouraging them to think in terms of security," he said. "Crime prevention is a trend generally in law enforcement today, and rural law enforcement is not that far behind."

Preventive detention for juveniles gets Justices' OK; more jail crowding seen

Continued from Page 1
he determined on a case-by-case basis."

In a dissenting opinion, written by Associate Justice Thurgood Marshall and joined by Associate Justices William J. Brennan Jr. and John Paul Stevens, Justice Marshall said the majority opinion "discounted the impact on a child of incarceration...."

"Secure detention entails incarceration in a facility closely resembling a jail," the opinion said, in which "pretrial detainees are sometimes mixed with juveniles who have been found to

be delinquent."

The dissenting opinion argued that the New York law did not provide adequate procedural guidelines for Family Court judges, with the result that "the liberty of a juvenile arrested for even a petty crime is dependent upon the 'caprice' of a Family Court judge. Without some standard guidelines on which to base the decision of whom to detain, Marshall wrote, "the variation in detention decisions gives rise to a level of inequality in the deprivation of a fundamental right [liberty] too great to be countenanced under the Constitution."

Since the ruling repeatedly stressed the special legal status of juveniles, law enforcement experts have said they do not expect the decision to have much impact on a related issue which the Court has never addressed directly: the legality of preventive detention for adults.

However, the ruling is expected to have a major impact on jail crowding, particularly in New York City. Martin Guggenheim, a New York attorney, predicted that under the reinstated law between 10 and 30 minors would be detained in the city's jails each week.

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Response strategy overcomes cutback woes

Continued from Page 1
 patcher decides on non-mobile response to a call, the matter is handed over to the department's "Expeditor Unit" — the "nerve center" of all calls for service, according to Knee. The unit, made up of officers who are "experienced, well-mannered, good communicators," handles calls eligible for mail-in reporting, walk-in traffic to report incidents, and appointment scheduling for delayed or alternative responses, such as sending a crime-scene investigator to look over a cold scene.

During the first six months of DPR's eight-month implementation phase, the unit handled some 2,555 calls and took 2,325 formal crime reports — 18 percent of the department's new crime reports during the implementation period. Since that time, the percentage of new crime reports handled by the Expeditor Unit has climbed steadily upward.

Before the department was able to divert so much as a single call for service from field personnel, however, it was necessary to develop a new training and operations manual for the communications division, as part of what Chief Kessler referred to as "regaining control" over the communications system. The task proved easier said than done.

In surveying other departments for a model to replicate, Kessler said, "We could not find an operations manual anywhere in the West." The task of designing a manual then fell to Lieut. Donald Antoine, Garden Grove's communications manager. As a result of Antoine's efforts, Kessler said, "You now have communications being responsive to management, because you have the management control of the operation. You have the training, which was never before, and that all has come together into a tighter operational system than ever before."

"Even if we could not divert more calls than we already had," Kessler said, "it would have been a tremendous success [because of regaining control of communications]."

Garden Grove's DPR project was implemented in the context of a department-wide team policing format, but Kessler was quick to note that team policing is not a prerequisite to the success of DPR.

"It works regardless of the format," he said, "and it works regardless of whether you've got computer-assisted dispatch or not. It works in any system if management really wants it to work and really feels a need to do more than respond to calls."

"You can't gauge fear in a community based on calls for service. I don't know how you gauge it other than a feeling on the part of the community that you're there doing things other than making arrests and knocking on their door when they call you."

"Doing things other than making arrests" came to be the linchpin of the second, or post-

D.P.R. MATRIX		TIME		INJURY*			RESP'NSE MODE		
EVENT CATEGORY	DESCRIPTORS	In progress	Just occurred	Actual	Probable	Potential	In progress/Just occurred	Override	Expeditor unit report
1. Crimes against persons		1 2 3 0		1 1			0 1 2		
2. Disturbances		1 2 3 0					0	2	
3. Assistance		1 2 3 0		1 1 1			0 1 2		
4. Crimes against property		1 2 3 0					0 1 2		
B. Burglary		1 2 3 0					0 1 2		
5. Traffic accidents		2 3 0	1	1 1	1		0 1 2		
T. Traffic problems		1 2 3 0			1		0 1 2		
6. Suspicious circumstances		1 2 3 0					0 1 2		
7. Public morals		1 2 3 0					0 1 2		
8. Miscellaneous service		1 2 3 0					0 1 2		
9. Alarms		1					0		

* No injury = 0 All others = 1

implementation phase of DPR. With the new Expeditor Unit handling 40 percent of calls that had previously been sent to field personnel, the department was left with a "tremendous availability of freed-up time in which directed patrol could be utilized," according to Kessler. And although earlier experiments with directed patrol had been less than successful, it was to succeed in Garden Grove, in Kessler's view, because of DPR.

"The other tests on directed patrol didn't have the availability of the large blocks of time that we had as a result of DPR. That's a real key ingredient," he said.

The determination as to how to use the new abundance of free time was made by the department's crime analysis unit and the lieutenant commanding each team-police district. "Crime analysis directs a lot of that time into crime-fighting things," according to Capt. Knee, "but the general philosophy of the team and the goals and objectives [they set] takes up a portion of that freed-up time and directs it into the community to each lunch with kids at schools, work with neighborhood watch groups, target hardening."

As has happened in numerous other jurisdictions, proactive policing, or directed patrol, had taken a beating in Garden Grove at the hands of a growing fiscal crunch. Both Kessler and Knee agreed that the DPR program helped reverse the situation.

"As cutbacks came to Garden Grove, team policing kept entrenching so that really all we were doing was running from call to call," said Knee. "The officer didn't have time to participate in the process."

Echoed Kessler, "With cutbacks, you become more and more reactive, and you then start serving only that population that calls you. Everything that you did in the proactive sense, to keep on top of what's happening in an area and keep problems from coming about, that's all lost. That's a tremendous advantage of DPR — it allows us to go back and do the things we used to do before the cutbacks."

All of Garden Grove's efforts to implement the DPR program might have been for naught if the city's residents had rebelled against alternative methods of police response to calls for service. But, as Capt. Knee sized up the situation, such was not the case.

"One of the questions on [our] survey was 'Would you use an alternative method, other than having a police officer come out there?' Just recalling from the raw statistics, over 75 percent said they would," Knee said. "The level of citizen satisfaction has to lend some credibility to the fact that we're not alienating people; otherwise they would be dissatisfied."

In fact, a survey conducted during the DPR experiment by the consulting firm of Research Management Associates found the overall level of citizen satisfaction with police response to range from 94.7 percent for those whose calls were handled by the Expeditor Unit, to 97 percent for those whose calls received immediate mobile response by a field unit. Calls handled with delayed mobile response chalked up a 96.1 percent satisfaction rate.

Meeting the public's expectations of police service appears to

have played a large part in the high level of citizen satisfaction recorded in Research Management's telephone survey. "Citizens understand what goes on around and the physical limitations, and we didn't suffer any negative impact," Knee said. "We didn't have a rash of citizen complaints. We didn't have people going in front of City Council complaining."

To Chief Kessler, the concerns voiced by many of his law enforcement peers about levels of citizen satisfaction are little more than "figments of the imagination."

"I've heard many chiefs say, 'Our citizens would never accept telephone reporting,'" Kessler noted. "But I don't think police in general, for a long time, really got a handle on just what the public would and would not accept."

"I think that being up front and saying 'This is the kind of call that'll take us an hour to get there, because we have far more pressing things,' people accept that. It's probably fairly universal, but we never really tested the waters," he said.

Kessler contends that Differential Police Response offers potential benefits to any department, regardless of size — "it's just as important in a 10-man department as it is in a department of 30,000," he said. The broad adaptability of the program may help to explain the level of interest in it expressed by other departments. Nearly 200 command personnel from a variety of departments have attended technology-transfer sessions sponsored by the police departments in Toledo, Greensboro and Garden Grove. More than 500 copies of books on DPR written by the project staff in Garden Grove have been mailed out, and Kessler and Knee continue to barnstorm the country to spread the word, whether it's to the Police Management Association's annual meeting in Jamaica, the Police Executive Research Forum in Washington, D.C., or a meeting of the U.S. Conference of Mayors in Philadelphia.

Said Capt. Knee: "The interest is there; everybody wants to see what we've done."

California cops await Olympian onslaught

Continued from Page 6

general policing at the venues, and securing the Olympic Villages, where the athletes will be housed — in addition to providing a normal level of regular police services to the city.

The Los Angeles County Sheriff's Department's 6,100 sworn officers and 1,200 civilians will be assigned to Olympic duty on an off-duty basis. The sheriff's office is responsible for in-transit security of the athletes between the Villages and the venues, as well as for general security at several specific events, such as the marathon bicycle race on the 91 Freeway, and the water polo competition at Malibu. The sheriff's office will also maintain its regular role of providing back-up assistance to the local police departments within the county, and will use its mounted officers, K-9 squad, arson/explosion unit and special weapons team if needed.

Hinkle said that though Southern Californian law enforcement has a history of cooperation, the Olympic activity established a large network of inter-agency communication, "which will have long-term benefits," he said. "It was difficult initially to set up a situation with a free flow of communication, but once you have it it's easily maintained."

Tim Maley of the CHP agreed. "The spirit of cooperation that's been prevalent has gone beyond our wildest expectations," he said. "Everyone has chipped in and given their fullest cooperation. It's been a challenging, rewarding experience, planning for these Games."

The LAPD's Cmdr. Booth said he believes that due to the extraordinary security precautions, crime in Los Angeles will actually decrease during the Games. "We believe we'll have a safe Olympics, and that it will be what it's intended to be: an athletic, not a security event," he said.

"It'll be nice when it's all over, and we can look back and say, 'That was a good Olympics, a job well done' — especially if we get a lot of gold medals!"

The care and feeding of NOBLE ideas

The idea that police should be "proactive" as well as "reactive" — that is, aggressively seeking to prevent crime as well as responding to it — has been gaining ground over the past few years. Very slowly, to be sure, but the

case the key was cooperation between police and such community organizations as churches, synagogues, service clubs and tenants organizations in forming and supporting crime-prevention programs like block watches, Operation ID, home security surveys and street patrol.

The National Organization of Black Law Enforcement Executives (NOBLE) would like to carry that idea a giant step forward. In NOBLE's view, the police in the inner city should be totally involved in the community's life — not just in crime prevention, although obviously that is a prime concern. "The theory behind this concept is that police and community are concerned about the total quality of life," said NOBLE's executive director, William H. Matthews. "They're concerned about whether the garbage is picked up, whether the streets are clean and traffic signs are put up, whether or not the business community is

actively participating in community development. All these kinds of things impact crime. A community that is able to demand services in an organized way is also a safer community." Out of such total commitment will come such groups as neighborhood watches that don't disappear when the sign goes up, he said.

NOBLE calls the idea COPS, or Community-Oriented Police Service. It calls for the police at the precinct level to aid existing organizations in mobilizing resources both inside and outside the community to tackle all "quality of life" problems. When that happens, Matthews pointed out, "The police are seen as peace officers and friends as well as police officers when crises arise." COPS is still experimental, although aspects of the idea have been tried in Houston and elsewhere.

As the COPS plan suggests, NOBLE is considerably more at-

tuned to cooperation with the public in dealing with crime than the average law enforcement association. But its interests go well beyond that. One of its current efforts is development of model policies for police agencies and municipalities in responding to racial and religious violence and harassment. Recommendations for such policies will be out next fall. In preparing them, NOBLE is getting help from B'nai B'rith, the Anti-Defamation League, NAACP, Urban League, the American and National Bar Associations, and the International Association of Chiefs of Police, among others.

Since its founding in 1976, NOBLE has also joined with other law enforcement associations in working on common concerns. Notable among its contributions was its work with the Commission on Accreditation for Law Enforcement Agencies. Matthews wrote the commission's standards for police personnel

policies, practices and procedures. As an offshoot of that work, NOBLE is now offering to help police agencies that have undergone accreditation review to meet the personnel standards. "The standards generally tell what must be done, but they don't indicate how," Matthews said. "The how-to-do-it was left up to the agency, and we are now prepared to help them to do just that."

NOBLE was born at a conference on urban crime sponsored by the Joint Center for Political Studies, the Police Foundation and the Law Enforcement Assistance Administration. Sixty black law enforcement executives made up the original membership. Today NOBLE's membership is nearing 1,000 and is headed by Ira Harris, deputy superintendent of the Chicago Police Department. About 70 percent of the members are command-level executives (lieutenants,

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trend is clear, at least in metropolitan areas. An excellent publication called "Partnerships in Neighborhood Crime Prevention," published last year by the National Institute of Justice, summarized successful proactive crime-prevention efforts in Detroit, San Diego, Minneapolis, Newark, New York and a few other cities.

The methods varied, but in each

Burden's Beat

Ordway P. Burden

As noted in this space in the last issue of Law Enforcement News, Associate Justice William Rehnquist had expressed a desire to preside as a trial judge in a Federal civil rights case in Richmond, Va., scheduled for June 5

Supreme Court Briefs

Avery Eli Okin

and 6. However, on the eve of trial Rehnquist decided not to participate after all.

What Rehnquist had apparently not anticipated was the amount of publicity that would be generated by his decision to become the first sitting Supreme Court Justice in this century to try a Federal case. Justice Rehnquist had hoped to get in the one trial without attracting national press attention.

Supreme Court spokesman Toni House announced earlier this month that Associate Justice Rehnquist would still like the experience of sitting as a trial judge, but has decided not to pursue it at the present time.

Had Justice Rehnquist followed through in his plans to sit as a trial judge, he would have had direct exposure to trial practitioners, whose courtroom style and proof of their case is very different from the oral argument and appellate presentations that are normal fare for the Supreme Court.

And, coincidentally, such action by the Justice would have given him the opportunity to evaluate trial attorneys using the new test for effective assistance of counsel that was articulated in companion decisions announced on May 14, 1984. An analysis of those two decisions follows.

Right to Counsel

In an unanimous decision delivered by Justice Stevens, the Supreme Court rejected a five-point test utilized by the U.S. Court of Appeals for the Tenth Circuit to evaluate if there had been effective assistance of counsel at a trial. In rejecting the test, the Supreme Court instead found that one who challenges the ineffective assistance of counsel can do so "only by pointing to specific errors made by trial

counsel."

The present case arose when the respondent and two of his associates were indicted on mail-fraud charges alleging the transfer of over \$9,400,000 in checks between banks in Tampa, Fla., and Norman, Okla., over a period of four months in 1975. Shortly before the scheduled trial on these charges, the respondent's attorney withdrew from the case.

The trial court appointed a

replacement counsel, a young attorney who had a practice in the real estate area, but who had never tried a case before a jury.

In addition, the replacement attorney was given just 25 days for pretrial preparation, notwithstanding the fact that it had taken the Government over four and a half years to investigate and prepare the case against the respondent. At the trial the respondent's former associates, who were codefendants, testified

for the state.

After four days the trial concluded on July 17, 1980. During the course of the trial, the respondent's attorney had engaged in skillful cross-examinations and had a unified trial strategy. But despite the attorney's best efforts the respondent was sentenced to 25 years in prison.

Two months later the respondent filed a motion with the Federal court of appeals, seeking

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Flashback



1968: The eyes of the law

After curbing a speeding Volkswagen, Oakland police officer Franklyn Harrison would not have had to look very far to call for back-ups if he needed them. As Harrison pulled the hapless speeder over, a group of California Highway Patrol troopers assembled for a photo outside their brand-new building. The panel of experts kept their critiques to themselves.

Wide World Photo

Forum

Vaira:

Taking politics out of the U.S. marshals

By Peter F. Vaira

In each of the 94 judicial districts in the United States the heads of Federal law enforcement agencies are professionals. Most of these officers have served in numerous districts, similar to executives of a corporation, working their way from smaller offices to larger ones. Each officer is selected on merit and can be transferred as the needs of the service require. None owe their jobs to any political figure.

There is one major exception: The U.S. marshal for each district is appointed by the President upon recommendation by the United States Senator from the state who is of the same party as the President.

This procedure inserts a key management person into a professional organization whose job depends upon a political patron — a figure who is usually unfamiliar with the service, and who, after he learns the operation, will depart with the next Administration. In addition, because the marshal is a direct Presidential appointment, he outranks his superior, the director of the U.S. Marshal Service, who is not.

Whatever the historical reason for the current practice, it is time to change it.

In the not-too-recent past the U.S. marshal was regarded by many as a public official whose main function was to provide drivers for U.S. District Court judges and to see to it that order was kept in Federal courtrooms. Times have changed.

Today the marshal's duties are complex and sensitive. They include transferring Federal prisoners, apprehending fugitives, handling seized property, executing seizure warrants for contraband (often worth millions), acting as the custodian of Government funds and administering the very sensitive Federal witness protection program. The marshal is also responsible for the growing

task of providing security for the Federal judiciary.

The job demands a professional with years of specialized training in the agency. Instead, the selection process has produced too many U.S. marshals who have lacked the necessary qualifications for the job.

In the last 15 years, numerous U.S. marshals in every Administration have been removed because of a lack of integrity or gross incompetence. The quality of leadership necessarily has an effect on subordinates. The current Administration has made a sincere effort to upgrade the quality of marshals; however the selection still comes through the political process and the present marshals will be gone with the next change of administration.

On the other hand, all deputy U.S. marshals are hired and promoted pursuant to Civil Service rules. The chief deputy marshal of the district is a career law enforcement officer promoted from within the ranks of the service. His main job is to manage the office for the political appointee.

In addition to creating management problems, this appointment procedure has a detrimental effect on ambitious, competent deputy marshals who know they will never rise to the top job unless they pick up an influential political patron along the way.

The reason for the present system is that existing law requires the marshal be appointed with the advice and consent of the Senate. By tradition, this gives the Senators the right to recommend the appointment. The Senator usually relies upon local political figures to recommend candidates.

For example, in the Eastern District of Pennsylvania (Philadelphia): When the Republicans are in office, the marshal is selected from Delaware County; when

the Democrats are in office, the marshal traditionally comes from Schuylkill County. A convenient formula but not one geared to pick the best candidate.

The current procedure of requiring Senate approval of U.S. marshals is not mandated by the Constitution but is contained in the Judiciary Act of 1789. It can be changed by an act of Congress. Such a proposal has been suggested numerous times in the past but not actively pursued, presumably because of political opposition.

There is precedent for the change I suggest. In 1952 the district collectors of internal revenue (now called district directors) were removed from political patronage because of a widespread scandal. The change has resulted in a high degree of professionalism in that office. If the sensitive and confidential job of

collecting taxes is a career position, there is no reason why the sensitive law enforcement post of U.S. marshal should not be.

It is time to put the U.S. marshal on the same level as other professional counterparts from the FBI, Secret Service, the Drug Enforcement Administration and the IRS. The U.S. marshal should be appointed from within the service by the director of the U.S. marshal service.

In this election year the Presidential and senatorial candidates have an opportunity to initiate the necessary change in this old system.

Peter F. Vaira is the former U.S. Attorney for the Eastern District of Pennsylvania. He now practices law in Chicago.

Coon:

The great guessing game

By Thomas F. Coon

America has long been enchanted by guessing games. Dr. Joyce Brothers, the psychologist, became famous on a TV guessing game. John Kiernan, an accomplished newspaper writer, ultimately received his place in the sun via the same TV game.

We are still in the same guessing game rut. But the champion guessing game of them all is America's criminal justice system.

U.S. Supreme Court Justice Benjamin Cardozo predicted many years ago that "the criminal is to go free because the constable has blundered." His commentary came about as a result of the 1914 decision in *Weeks v. United States*, in which the Supreme Court declared that

evidence obtained in violation of the Fourth Amendment is not admissible in Federal prosecutions.

What is often overlooked is that the exclusionary rule is a judicially created rule of law. It is assuredly not in the Fourth Amendment. It is nowhere to be found in the Constitution, the Bill of Rights or the U.S. criminal code.

Since 1961, the exclusionary rule has been extended to all state prosecutions as well. The effect has been exactly as Justice Cardozo predicted.

The intent of the exclusionary rule was to deter improper police conduct, but the byproduct of the rule has been a barren field with no yield in crops. As Professor James Q. Wilson has observed: "No officer is punished when the exclusionary rule is invoked, rather the prosecution's case is lost. If a guilty person goes free because improperly collected evidence that would have established his guilt is excluded, then the victim of the crime, and society at large, bear the costs of the police error." It seems a little more than inane.

Chief Justice Burger has noted, "There is no empirical evidence to support the claim that the rule deters illegal conduct of law enforcement officials." So what did we wind up with? A law which was from its inception questionable from the standpoint of Constitutional propriety. And, sad to say, it was designed to accomplish a mission that it is not accomplishing.

Most deplorable of all, the exclusionary rule has bestowed on the nation a mammoth guessing game. It has created a horrendous guessing game for the police officer as well as the judiciary over what the rule really means.

The present construction of the exclusionary rule will have to be changed. The evidence should stand, but genuine, sincere punitive action should be devised for penalizing the officer who manifestly or deliberately violates the law. We should leave the guessing games to TV, newspapers and magazines.

Thomas F. Coon is formerly director of the Bergen County, N.J., Police and Fire Academy.

Letters

Boiling mad

To the Editor:

My blood boiled when I first read the May 21 Forum article "Who's Kidding Whom About KTW?" by Kathy Zasloff, on handgun control. Upon reflection, however, I realized nothing could better illustrate the obfuscation and deceit this organization is willing to use to advance its goal — which is the ultimate prohibition of handguns, despite the "control" in its name.

She connects two unrelated statements: Cassidy's that the Biaggi-Moynihan bill would ban virtually all types of sporting ammunition, and Kopsch's that the KTW bullets are only manufactured for law enforcement or military use. She then concludes these KTW bullets cannot be purchased by sportsmen anyway, implying, what then is Cassidy complaining about? Ignored is the fact that the Biaggi-Moynihan bill would ban any bullet capable of penetrating an 18-layer Kevlar vest when fired under stated conditions. Would you care to speculate what that includes? Both the Bureau of Alcohol, Tobacco and Firearms and the Justice Department have testified that it is impossible to

draft a definition of an armor-piercing bullet that would not encompass numerous bullets marketed for sporting purposes.

The "inherent unusable for sporting purposes" statement is similarly flawed. Any bullet will (hopefully) pass through the target it's fired at. What damage does that cause to a range? Thousands upon thousands of surplus armor-piercing bullets have been fired at military and civilian ranges with no more evident damage than that caused by conventional full-metal-jacketed target bullets. Further, a KTW bullet is not likely to leave a massive hole in an animal; it's more likely to leave a small diameter wound. Hunters use bullets designed to mushroom or expand specifically to create a massive wound and thus induce quick death. If the KTW or other armor-piercing bullet did this, they'd be widely used by hunters.

Ms. Zasloff drags out that well-worn cliche, "If only one... is killed, then it's one too many." Emotionally, that's hard to disagree with. However, in a free society we are constantly balancing the need for controls with their infringement on freedom. Cops kill — but we tolerate

them. Drunks kill — but we don't ban liquor. Supreme Court Justice Brandeis nicely summed this up in 1928, saying, "The greatest danger to liberty lurks in insidious encroachment by men of zeal, well-meaning but without understanding." Ms. Zasloff seems to suffer both from zeal and lack of understanding.

If Ms. Zasloff is very apprehensive knowing there is a bullet out there "that makes it easier to injure or kill the people who protect me," she will probably panic to learn anyone with a rod of proper diameter brass and a file can make a bullet nearly as effective as the KTW in armor-piercing; and in fact the French have been marketing such a bullet for some time!

My opposition to the Biaggi-Moynihan legislation is not "blinded" — it stems from the realization that the true purpose is the elimination of firearms by indirect means. Neither Biaggi, nor Moynihan, nor Handgun Control, nor Ms. Zasloff have a divine privilege to deny others their rights based on personal convictions.

Kenneth P. Long
Rome, N.Y.

When police chiefs wish to raise their collective voices on topical criminal justice issues, they can turn to such organizations as the International Association of Chiefs of Police or the Police Executive Research Forum. Likewise, sheriffs can use the National Sheriffs Association for organizational clout in getting their point across. For police officers generally, there are PBAs, FOPs, and an entire alphabet soup of other groups. But for those in the middle — the sergeants, lieutenants and captains — historically there has been nothing they could call their own in the way of a professional organization.

That situation began to change in mid-1980, with the formation of the Police Management Association, a group that represents the unique professional needs of those who "put theory into practice," according to the group's current president, Lieut. Armando Fontoura. From its small beginning, with some 58 concerned police managers doing the organizing, the group has swelled to

a current membership of about 400, representing departments from the 25-member Old Saybrook, Conn., police force to the 25,000-member New York City PD.

And that's just a drop in the bucket, says Fontoura. The lieutenant, who serves as administrative assistant to Newark, N.J., Police Director Hubert Williams, has his sights set on a potential membership of some 50,000. Even 100,000 members does not seem far-fetched to the energetic PMA president. All he feels is necessary is to get the word out to the sergeants, lieutenants and captains who make up his constituency.

"The average tenure of police chiefs is three to four years in this country," says Fontoura. "Then he'll be gone and we're stuck with somebody else that comes along. If we're not able to articulate our needs for the profession, and to direct things in the way that they ought to be going, then shame on us."

At PMA's recent annual conference, held in Ocho Rios,

Jamaica — "because cops need a break, too," according to Fontoura — the oft-repeated watchword was "professionalization." To Fontoura, professionalization means engaging vigorously in practical research and candidly debating the merits of issues facing the police field. Based on the indications from that conference, PMA's members resemble nothing less than yearling thoroughbreds in their enthusiastic desire to break from the gate toward professionalism under a full head of steam. However, their desire, which arguably is born out of years of wandering in the police wilderness with no group to represent them, is also tempered by years of experience. It's just what one might expect from the best and the brightest.

"We know we're an elite group," says Fontoura, a 17-year police veteran. "And if you want to recognize that, great. The sooner the better." With Fontoura sounding that kind of professional call to arms, 100,000 members may not be so far-fetched after all.

'Policing is a young person's job. If you're stuck with a department that's made up of old people, you're in for a difficult time.'

Lieut. Armando Fontoura

President of the
Police Management Association

Law Enforcement News interview
by Peter Dodenhoff

LAW ENFORCEMENT NEWS: During the course of the recent PMA conference in Jamaica, Prof. Lloyd Sealy said, in effect, that while the tenure of police chiefs is about two to three years, on the average, police managers are in it, as he put it, "for the duration," and thus are in a position to do something about professionalizing policing. Would it be your feeling, perhaps, that police managers are in the best position to do something about professionalization, given the fact that they're a little more insulated from the winds of politics?

FONTOURA: I don't know if they're in the best position to do something about professionalism, but we are certainly in a position where we can influence that thinking. As Sealy pointed out, most managers are into that phase of their careers for quite a long time. Some become police chiefs; most do not. Police chiefs, at times, will come from areas other than middle management, and I think that when a police chief finally finds himself at the top of his department, he or she relies very heavily on the middle managers — the person that's been there for the last 5, 6, 10 or 12 years. The person in that role obviously has to have some influence, and I think that if we use that influence in a collective way, we should be able to have an impact — much greater than we have had in

the past.

LEN: Do you have specific ideas as to what police managers should perhaps be doing as far as professionalization is concerned?

FONTOURA: I think that we need to, again, act as a cohesive group, speak as a group on behalf of professionalism, and articulate the needs of the profession from the managers' perspective. We can only do that if we have a strong organization. If we can develop the type of organization that can have some clout, in order to do that we need numbers. You've got to have numbers. It's unfortunate, even though at this time we can probably go somewhere and say we have 400 members, and I can conceivably argue that those members that we do have in this organization represent the core of the urban police departments, or policing throughout the world, as a matter of fact.

But I can present the argument that I do speak for the middle managers, and we do have something to say, and we should have something to say, since when it all hits the fan, when it comes down to putting theory into practice, we are the people that often have to do that. We always have to do that. The average tenure of police chiefs is three to four years in this country. He or she finally reaches the pinnacle, they get up to the top and say, "Hey, I don't care, I'm going to coast along." Then he'll be gone and we're stuck with somebody else that

comes along, and if we are not able to articulate our needs for the profession, and be able to direct things in the way that they ought to be going, then shame on us. And so far we haven't had this group that can speak for us. There's nobody out there that can speak for us.

Policy-makers' dirty work

LEN: What I was driving at was, what direction should policing, or police management, be going in? If you do have this influence to exert in an organizational sense, where would that influence necessarily lead law enforcement?

FONTOURA: I think that policing, or any serious police officer, any serious police manager, has to recognize the need to influence those who make the decisions that affect us in our daily lives, in our daily positions. Legislators, or even Presidents for that matter, come up with policies that we are left to enforce, without ever asking our opinion. The people that are in power, making the policies that we are left to enforce, need to consult us. We need to be consulted; we need to be heard. We need to let them know that before you make that final decision, before you say that the police department should be able to handle this or handle that, check with us first. Maybe we're not capable of doing that. Maybe we can't do it. Maybe we're up to here with it already. So we need to direct our attention to those that are making

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Interview: PMA president Armando Fontoura

these decisions that affect us every day without consulting us. We need to seek standardization. The accreditation movement that's going on in this country is good, as far as I can see. As far as we can tell, to the degree that we've been involved, it's a very good thing. You can't go from this section of the country to that section of the country and find fragmentation and all these different rules; we should be able to just go across the border and say policing is policing — which is what we'd like to think. But in effect it's not. What applies here in Newark, New Jersey, doesn't apply across the river in New York City, or vice versa. Or if you go down to Georgia somewhere it doesn't apply.

LEN: Going from police managers in a general sense to the Police Management Association specifically, what would you identify as the overall thrust of PMA? Would it be research, perhaps, or networking or collegial exchange of ideas — or all or none of the above?

FONTOURA: Obviously, I think that research is a top priority; it always has been. Unfortunately, we undertook two items of research a couple years ago that have never been completed, for reasons I won't get into right here and now. But research has always been at the forefront of the needs and goals of our organization.

We need to encourage more of that; we're always in favor of that. For example, the thing that NIJ just funded, the fear of crime study that we have going on here and in Houston — we took a lot of heat over that. People say, "Hey, wait a minute. We know there's a lot of fear out there." That's true, but did anyone ever examine why the fear is always at least 100 times greater than what the actual crime picture is? We've never explored that. And you know, we as managers sometimes are so involved in our daily routines, the crazy environment we function in, that we don't have time to stop and think, "Hey, maybe that has an effect on how we make our decisions here." But research is extremely important, if not essential, in our daily lives, and we definitely encourage that. And it's certainly one of our goals.

LEN: Would you like to have the association doing research itself, or is it more along the lines of acting as a resource center or clearinghouse for others who are doing research and need to tap the brains of skilled police managers? How do you envision the role?

FONTOURA: I can see it going both ways. I'd like us to get to do some of it ourselves — again, given the level of our resources right now, that's not a realistic goal to consider. In our limited way we consider it, and certainly we are doing some of it now, but we have to be open to the ideas of others coming in and doing the research, and we being the field resource. We can provide the lab. It's the same with the NIJ study. The Newark Police Department is not gaining anything from that \$2-million grant. That's one of the things that I have the most difficulty in explaining to the local folks, to say, "Look, folks, we didn't get \$1.9 million; we're just a laboratory." There's nothing wrong with being a laboratory. In fact, we ought to encourage that, and I do encourage that. It's OK: be the laboratory; open up and let 'em in. We stand to gain whatever it shows. We did a foot-patrol study here in Newark, which I worked very closely with for the Police Foundation, and it showed us a few things that we never really thought were possible. You know: People feel great, but it's very expensive, it does very little, and we can't afford it. So we ought to be able to be open to the idea of being the laboratories, as opposed to being the ones doing the research. Let's be the lab; there's nothing wrong with that.

A force to be reckoned with

LEN: Where does PMA fit in, either now or in the future, with the big picture of other police organizations, such as the IACP or the National Sheriffs' Association or the Police Executive Research Forum? Do you aspire to the same level of name recognition and influence that might have, or how else might you envision PMA's place in that constellation?

FONTOURA: We not only aspire to the same level of influence that some of those have or perceive to have, but we hope to go way beyond that, because our potential for membership and our potential to be a force to be reckoned with is much greater than any of the organizations you just mentioned. I think and I hope that we'll be able

to accomplish that very shortly. We've been rather slow in that area — I recognize that — and recruiting is one of our highest priorities at this point, in order to gain the credibility. Once we do get the members that we have the potential of getting, I believe that we can go way beyond what IACP or PERF or anybody else does. Our goals are very similar to all of those others; I'm not knocking any of them. I just think that with all due respect, none of those organizations has ever spoken for the middle manager, and their concerns will be somewhat different from ours. It's high time that we had a voice that can articulate the needs of the middle manager and upper-level manager. We're not in competition with the other organizations, but it's time we had our own voice and came to articulate our own needs.

detectives and everyone else have a strong organization. The IACP speaks for the chiefs, PERF speaks for the major city chiefs, but who the hell speaks for us? No one. And most people will come to terms with that and say, "Hey, these folks are right." But again, we can't reach everyone on a one-to-one basis. They're going to have to just believe that we're sincere and convincing enough so they say, "I'm going to join that outfit and see how they go."

Ready to speak up

LEN: As you probably know, IACP gives active-member status to anyone of the rank of captain or above, and a lot of other police managers below captain belong to IACP as associate members. Given that, why



LEN: What are the principal stumbling blocks to realizing your membership potential and encouraging police managers to sign up with PMA?

FONTOURA: Police managers — all of us — have to be realists. We deal in a realistic world. Things smack us in the face every day, and the world that we deal with teaches us to be pragmatic. Most cops tend to look at an organization and the first thing they ask is, "What does it offer?" And if I am able to articulate that on a one-to-one basis, I could probably do it. But obviously I'm not going to be able to reach our potential membership of 50,000 or 75,000 or 100,000 members throughout the world on a one-to-one basis. On a one-to-one basis, I could tell a guy, "Look, we need an organization that can articulate the needs of you and me; the problems that we face on a daily basis. Those that make the decisions need to be aware of us." If I could articulate that on a one-to-one basis, I could probably convince most guys to join. But I can't do that. As a result, if you rely on word of mouth or if you publish something, guys are going to look at that and say: "What's in it for me? What do I get? If I join PMA, that's all nice. You'll be my spokesman, and you'll do this or that, and I believe in all the things you say. But really, what the hell is in it for me? Do I get something for it? Something for my wall, a newsletter, maybe? What do I get?" Quite frankly, right now, there's very little to offer. So it's sort of a Catch-22. There's a lot we'd like to offer, we've got some research projects in mind that we think would be great for us to get some results with, but without the membership you don't have the clout. So it's Catch-22: I don't have anything to offer, but in order to have something to offer, I need you to be a member first. How do I get that across? I really don't know, to be honest with you.

LEN: Is it a case of having to communicate the intangible benefits of affiliation?

FONTOURA: That's right. See, when a manager sits down and somebody starts raising the issues of whether PERP or IACP really speaks for them, he or she will have to look you in the eye and say, "No, they don't speak for me." Okay, so you need an organization that will speak for you. Does the FOP or the PBA speak for you? No. Who speaks for the police manager? No one. We've been lost in the middle of that. Police officers and

'In the last national election, neither Mr. Reagan nor Mr. Carter discussed crime. We cannot let them get away with that. We're not going to sit by and let them ignore it.'

was it felt necessary to form a group like PMA in the first place? Are the concerns of police managers so separate and distinct from those of the majority of IACP's membership, from those of policing as a whole?

FONTOURA: Absolutely; no question about it. They don't speak for the concerns of managers. In fact, there have been times when the existing groups, in my opinion, haven't really spoken for anyone. And I can cite instances of that.

Take the last national political election, Carter and Reagan. If you go back to that, crime was a non-issue. It was not even discussed during that entire campaign. Neither Mr. Reagan nor Mr. Carter discussed crime. Now, as a police manager, I know, I know — I can spend 10 or 12 hours a day in this damn office and receive all kinds of calls from folks out there who are obviously concerned with crime in the neighborhood. And I know that crime is at least one of the top three issues in the minds of the American public. It doesn't take a genius to figure it out. I've been in law enforcement 17 years, but if I hadn't been, I'd still know that crime is one of the top three issues in this country. It always has been, and always will be, based on the mere fact that it touches about one-third of all households every goddamn year. But they ignored it completely. For the life of me, I can't think of any viable organization that would sit back and let them get away with that. We cannot let them get away with that, and they're not going to get away with that, because if they come out with a platform that ignores the issue of crime, you will hear from the PMA. We're not going to sit by and let them ignore it.

You can say what you want about Richard Nixon, but under his Administration there was a program. The guy may have been a this or a that or whatever you can think of to call him, but the fact of the matter is that when it came to crime and the criminal justice system, he had a program. He's gone, and right after he left, Carter began to dismantle that program. We no longer have LEAA; that's gone out the window. It just disappeared. Mr. Reagan came along and said, "Thank you, Mr. Carter, it's very nice what you did for me in terms of the LEAA debacle and everything else Mr. Nixon had, and I'm glad you did that. I'm just going to talk tough about crime, but I have no programs." I'm reviewing the latest crime-control bill now. The bill is better than nothing, but you're talking about \$70 million for the entire criminal

**'We've been too kind.
Those of us who are
seasoned veterans of
the war against crime
haven't been rocking
the boat. We have got
to rock the boat.'**

justice system? Come on, \$70 million? Who're you conn ing?

So those issues need to be articulated, and I think PMA should address that type of thing. And getting back to your question regarding IACP, I submit to you that they do offer different types of membership, and it's very nice of them, they increase their rolls, but the fact of the matter is that associate members have no voice. The only people who have a voice in IACP are the chiefs, and generally speaking, small-town chiefs. As far as captains are concerned, sure, you belong to IACP, you get a nice thing for your wall, but what does it really do for you? Absolutely nothing. It does not speak for you, it has never spoken for any captains, any deputy chiefs, any inspectors, lieutenants, or any person involved in middle or upper-level management. IACP has never spoken for those folks. It's like a fraternal organization.

LEN: Going back again to something that was said at your recent meeting in Jamaica, your founding president, [NIJ director] Chips Stewart said, "We are not aware of the power we have." In your estimation, what power is that?

FONTOURA: I think Chips may have meant our potential power. That potential power comes from two sources. One, if you get an organization such as we've talked about, if you can build an organization that has the credibility that we talked about, the numbers, the regionalization — if we're able to do that, that'll give us power.

The other source of power would be the fact that policies within the department are often developed by the middle managers. I know that because I'm involved with it here every day. I can sit here by my phone, people call and decisions are made. Of course, you have to be attuned to what the thinking of your chief is, but by the same token, often managers will make decisions that the chief will just stamp and say, "Fine, you did that, and I go along with it." Most policies are developed by middle managers. Most programs are developed by middle managers. Anything progressive, in my experience. I have a very progressive chief. He gets the ideas, or somebody else talks to him and he says, "OK, I go along with that." He comes back and we talk about which person is going to lead the project. It's always the middle managers. And that person has an awful lot of power, because he can develop that strategy, whatever it may be. He or she is in charge of a piece of the program.

That's what I think Chips was referring to. It's power from two sources: the power of a strong organization, and the power that comes from the fact that we influence the policy of individual police departments, which means in effect that we're influencing the policy of collective police departments throughout the world. Middle managers develop all this stuff; the chief doesn't do that, as you know. In case people don't know that, I'm going to tell them that. The chiefs don't generally develop all this crazy stuff. They have the ideas, or a middle manager may have the ideas and the chief will say, "Okay, do it and bring it to me when it's complete. If you like it, I like it."

Tackling the big issues

LEN: At the time of PMA's founding, Chips Stewart said that one of the things the group intended to do was to "take a stand on issues critical to policing." Which issues, what stands have you tackled or do you intend to tackle?



New York City Police Commissioner delivers a keynote speech before the Police Management Association's annual conference. Joining Ward are: W. Robert Warne, chargé d'affaires at the U.S. Embassy in Jamaica; PMA president Fontoura; Mrs. Olivia Ward, and Police Foundation president Patrick V. Murphy.

T A Leto

FONTOURA: Again, there's been difficulty with the credibility. No one's taken this seriously enough to seek our input on the critical issues that Chips talked about. But there's two ways you can speak out on issues: They seek your input, or you offer your input, whether it's sought or not. From now on, we intend to offer our input, whether it's sought or not.

For example, the crime-control bill is an issue at hand that needs our attention. As you know, Peter Rodino, the chairman of the House Judiciary Committee, has that bill currently tied up in committee. Rodino is a very close friend of PMA, and he serves the district right here — his office is right across the street. We have chatted with him already, and he has some very serious problems with the bill, even though it had some strong bipartisan support in the Senate and passed there by a very wide margin. Rodino, nonetheless, has said that he has some difficulties with it. I've chatted with him about it, and I intend to chat again. Once we review the bill completely, we'll sit down with him again and we'll take a stand on it one way or another. We may find that we have some problems with it also. You can't just take the Administration's point of view, as our colleague Chips Stewart would like us to do. The fact of the matter is that we have to review this, and we are doing that, and we'll take a stand on it.

The issue of international terrorism is also a hot issue. As of late we have read a lot in this country about the anti-terrorist activities that the FBI has become involved in. I've read with much interest, as I'm sure everybody else has, although I really don't know what the FBI is doing. They're doing something down in Quantico, and something for the Olympics. They came out with a nice press thing, which looked very nice; what I read of it was terrific. But the fact of the matter is that when terrorists strike, they're not going to strike at the FBI Academy in Quantico. I can almost personally guarantee that they won't strike there. They are going to strike some municipality in this country, as they already have to a lesser degree. And who's going to have that problem? I am going to have that, and my fellow managers, wherever they are, they're going to have that problem on their hands. By the time we get the FBI's anti-terrorist unit from Quantico, or wherever they are, we're going to be in some dire straits. So it's important that this government recognize the fact that the local police departments are the ones that need to be prepared to address the terrorist issue. Not the FBI, or at least in conjunction with the FBI.

There are others, like the issue of vicarious liability. We find today that a lot of our police managers are being subpoenaed — I have one here, as a matter of fact. Every so often one comes across the desk. Some decision that you made, which you had some input into, didn't turn out the way it should have, and attorneys today will take you into court in a second. Then you find your home is in jeopardy, your daughter's or your son's college education is suddenly in jeopardy, for something that you did in good faith on behalf of your city and your police department. That needs to be addressed from our point of view, or at least with our point of view taken into consideration.

Handgun control is another touchy issue, particularly with cops. It could easily go 50-50 down the line: 50 per-

cent of the cops are in favor of handgun control, 50 percent or more do not favor it. Personally I think it's crazy not to have controls, but that's my own opinion. Again, though, it's something that we need to look at very seriously, the chaotic gun control laws that we have throughout this country.

The anti-boat rocking syndrome

LEN: Looking at the issues you've mentioned, they don't seem to be issues that affect exclusively police managers, although there are elements of each that may affect the managerial ranks in distinct ways. But how do you think issues such as these have managed to elude the input of police organizations up until now? Are they being ignored altogether, or do they simply need an alternative viewpoint that PMA can offer?

FONTOURA: Basically, I think the issues have been ignored. They've been ignored by the people who are making those hard decisions, whether it be in Washington or at the state or local level. And they have been ignored too long because the police organizations have not been articulating the need to address those issues.

LEN: Are they too hot to handle, perhaps?

FONTOURA: I don't know if they're too hot to handle. I certainly don't think that people are afraid to address those issues. Maybe we've been suffering from a philosophy of not rocking the boat for too long. It's just that these things need to be looked at, not only from the perspective of those having the power to do something about it, but from the perspective of those who have to deal with it every day. Even now, you take the Administration's crime-control act. When you first look at that, you look at that \$70-million figure for criminal justice, and that's insulting. Didn't they check with anybody? Shouldn't somebody have had some input? Who the hell came up with this crazy figure of \$70 million? And that's for the entire system. For what? What kind of research do we conduct for that? That'll pay a few salaries for folks in Washington, they'll come out with some nice press releases saying they're doing this or doing that, and crime is down. Sure crime is down. Or they're going to get tough on crime. Sure we get tough on crime. But how do you do that? We average about 185 prisoners a day in a 50-cell capacity cellblock downstairs. I can get tough on crime here, but what do I do with these guys? We're on a first-name basis.

We've been too kind. Those of us who are seasoned veterans of the war against crime haven't been rocking the boat. We have got to rock the boat and say, "Hey, folks, these are very serious issues." All this about getting people off the streets and constitutional guarantees, that's all fine, it's all great, but there are some tougher issues that need looking at, that need to be addressed, and by all means, check with us, with those of us who have to be out here every day in the trenches. We have something to say. They ought to at least have the decency to call us and say "What do you think?" Never mind sending me a package for review and saying this is what you're going to do. If that's what you're going to do, obviously you don't want my input; you're

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Fontoura: 'We know we're an elite group'

Continued from Page 13
asking for my blessing. Before you go and do what you're going to do, ask me what I think; you ought to do.

LEN: Does the fact that the founding president of PMA is now in the criminal justice hierarchy of the Federal Government afford police generally — or police managers and PMA specifically — any kind of leverage that might not otherwise be there?

FONTOURA: First of all, it does not offer PMA any leverage whatsoever, and the record bears this out. We have not gotten any grant money from Chips Stewart — we haven't sought any, which might explain why we haven't gotten any — but the fact of the matter is that the offer hasn't come, so it has not given us any advantage at all.

I applaud Mr. Reagan's appointment of Chips Stewart and I believe that a person who fills that position should have a combination of educational background and practical experience. We love to see a practitioner of Chips' caliber who has the qualifications — he's bright, obviously, young, energetic, hard-working — and the practical experience. We just love to see a practitioner who has risen through the ranks, who's swallowed in middle management somewhere along the line, who struggled to educate himself to go as far as he can, and who's also been dealing with policing on a daily basis. So I think the advantage that he brings to his office is that he has been a practitioner. Chips has been a practitioner; he's done a lot in policing. He has vast experience, from a police officer on up to managing a detective division in Oakland. I think that's a plus. It's the first time that we've had a practitioner up there, and he has brought to that office a point of view that we hadn't gotten before. We've always had academicians up there. I'm not anti-academician, but I think we need that knowledge that Chips has been able to supply.

LEN: Given the fact that PMA requires a four-year college degree for membership, can that be interpreted to mean that PMA supports, as Presidential commissions have supported, minimum higher educational standards for policing?

FONTOURA: Very tough question. I think that for us to say we support a minimum educational degree for policing as a whole is not realistic at this point. We'd like to see managers with a minimum of a higher education degree. Having a college education doesn't necessarily make you a good cop. There are a lot who are not college educated who are damn good cops. So I wouldn't go so far as to say that we are advocating a minimum of a college degree. I think it certainly can't hurt.

'We know we're elite'

LEN: Back in 1976, then-Boston Police Commissioner Robert di Grazia ran afoul of the IACP by proposing that police administration in this country be upgraded by the creation of what he called "a top national leadership of police." IACP responded by charging that di Grazia was espousing a form of elitism in law enforcement. Given the fact that he was suggesting some of the same things that PMA seems to stand for — educated managers, the need for change and innovation, or boat-rocking — how would respond to a similar — albeit hypothetical — charge of elitism on the part of PMA?

FONTOURA: I don't have any problems with that; not at all. I think it's a very unique profession that we're in. Most of us have chosen this field, or at the very least, once you're in it you choose to stay in it. I don't have any problems with elitism at all. It may sound pompous, but at the risk of sounding pompous, I don't have any difficulty with that. We should be an elite corps. That's one of our goals. We want to be looked upon as an elite group. If somebody were to accuse us of striving for that, I'd say, "Hey, good, that is one of the things we strive for." We already know that we're elite. We are. Nobody does what we do. Nobody's expected to do what we do, dance and walk a tightrope and all these crazy things, unless you consider yourself to be part of an elite group. We are, and if somebody wants to accuse us of that, that's fine. Our goal is to have an elite group, from the backwoods of Mississippi to the cold lakes of the Midwest to New York and all the way to the West Coast. And throughout the world, for that matter, I hope that people begin to look upon it that way, because then we

will know that we have arrived. We know we're an elite group, and if you want to recognize that, great. The sooner the better.

Of money and warm bodies

LEN: Speaking hypothetically for a moment, if money were not a factor, what might you identify as the first thing that could be done to have the most significant impact on professionalization?

FONTOURA: Money's no object? It's tough for me to deal with, because here in our city, Newark has been faced with every urban ill that you can think of. We have been forced to deal with fiscal stress that other cities are either starting to experience or, I guarantee, will be experiencing soon. We've been dealing with fiscal stress for the last seven or eight years, and we've lost 34 percent of our personnel. So it's very difficult for me to function in that kind of an ideal situation, because I only think of losing resources.

When you talk about resources in policing, you're talking about personnel, basically. So we get back to the standards, the accreditation, and you would hope to get the best caliber that you can possibly get, and provide the best training that you can possibly provide. That would include, obviously, getting the best educated people you can get. The wish list goes on and on, but basically it comes down to bodies. You need people if you're to provide service. But by the same token, you need people that are sensitive and educated enough to be able to recognize the fact that this is an area where you're a public servant. You need to strive to serve the public. To serve the public effectively, you need people that have the education.

Policing is a young person's job. I'm going to go out on a limb with that. You need a turnover. There's a move afoot with Walinsky and the Police Corps — which is generating some flak in some quarters. But from the management perspective, we have to like the idea, because we know that policing is a young person's job. We have this crazy thing now where the Supreme Court came out and said you can't force a person out until they're 70. For the life of me, as a police manager, I cannot see me asking a precinct commander to send a guy 68 and a guy 69 out in a sector with a high number of tenements and no elevators. You know what these guys are going to do: as little as they possibly can. This is a young man's job, so the Police Corps is attractive to me.

We face the possibility, without proper resources, of having private institutions taking over a lot of our responsibilities. How do we feel about that? One of the things that they always talk about is losing control of the police departments. We're a nation of police depart-

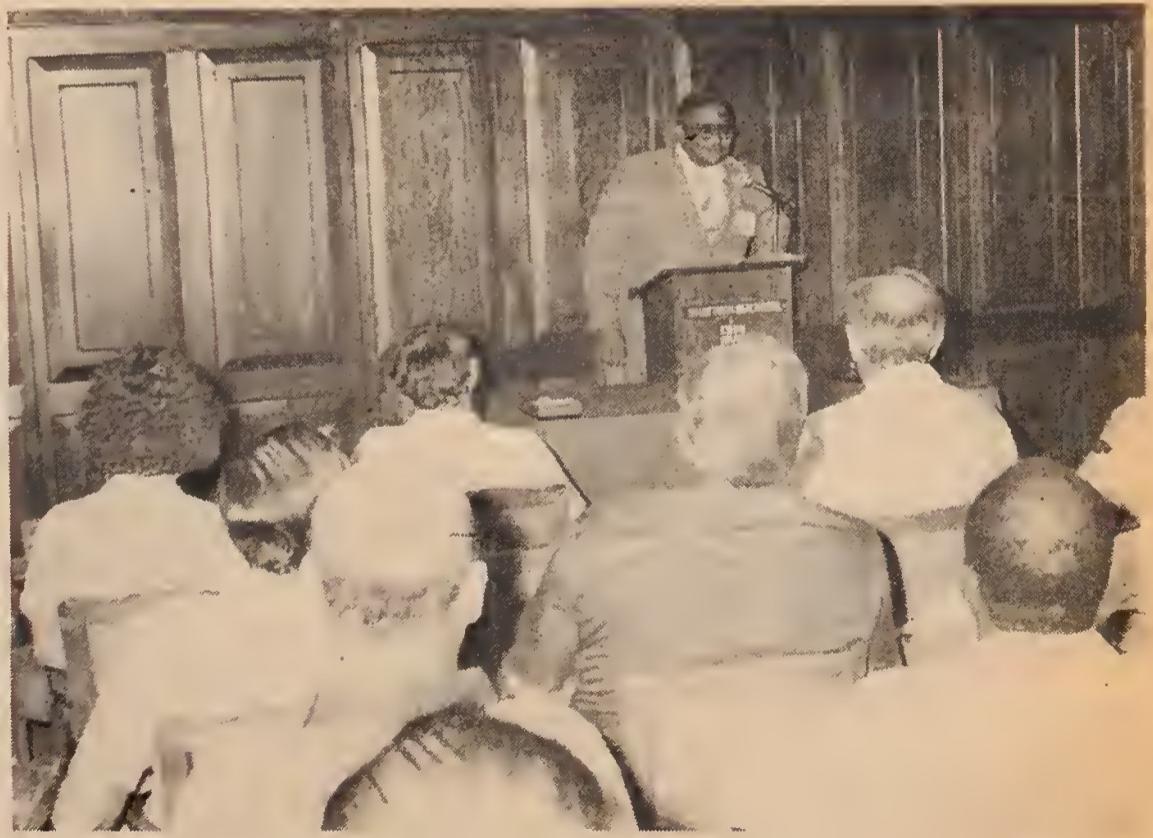
ments. Why? Because people don't want to lose control. You have a 10-man department as opposed to a county department. Why? Because the mayor doesn't want to lose control of the organization. All of a sudden we're talking about somebody coming in and saying, "I can provide this for you for \$25,000. You don't have to pay \$42,000 per cop. Just give me \$25,000 and I'll provide the service." There's a real danger of losing that without the personnel. So if money's no object, you can have the bodies, and you can provide the service that you need. That's the priority that I see. Give me the bodies. I hope that doesn't sound too union.

LEN: Is it a case of first having the bodies and then molding them into a particular philosophical mind-set in order to achieve professionalization? After all, 20 years or so ago, the bodies were there, but professionalization of the police was not a subject on many people's lips.

FONTOURA: True, and that's where the research that we talked about is so essential. With the research that we have done, we've taken giant strides compared to the old days you're talking about. Now we're beginning to know enough about personnel deployment and other things so that you can take personnel and utilize them to the maximum to get the best results. The research that we've been involved with, and the research that we want to be involved with, should be able to lead us to providing the training that we need to develop the personnel that we do have and are able to get. Again, it's a young person's job. You cannot instill thinking or philosophy in a person who's been around for 25 years and is just hanging out because they don't know where else to go, or because they like the idea of having a badge and a gun. If you're stuck with a department that's made up of old people, you're in for a difficult time getting people to subscribe to your philosophy and carry it out.

LEN: In a general sense, as a police manager, where do the principal job frustrations come from — above or below?

FONTOURA: Both. Really. When you're in a manager's position, you catch hell from above, below and from the oblique. You get it from everywhere. In this office, I catch hell from other managers, from the unions, from the officers out in the street. You see all these phone lines? No one calls any of those lines unless they have a problem. And if I sound really frustrated at this point, I'm not; I'm just giving you the reality of the situation. No one calls here unless they have a problem, and that includes my wife and my kids. And I'm not atypical. That's the way it is.



A gracious island host for the Police Management Association's annual conference, Commissioner Joseph Williams of the Jamaica Constabulary brings greetings to conference participants.

T A Leto

Criminal Justice Library

We read and review:

On the criminal trail of The Shoemaker

The Shoemaker: The Anatomy of a Psychotic.

By Flora Rheta Schreiber.

New York, N.Y.: Signet Books, an American Library, 1984.
55 pp. \$5.95

By James K. Dickerson
San Diego State University

Flora Rheta Schreiber is probably best known for her earlier work "Sybil," which dealt with a woman with 16 separate personalities. Once again, in "The Shoemaker," Schreiber tackles the story behind a social psychopathic personality.

The book deals with Joseph Kallinger, a 38-year-old Philadelphia shoemaker, and his 13-year-old son, Michael, who jointly engaged in a spree of arson, rape, robbery and ultimately murder in the states of Pennsylvania, New Jersey and Maryland.

Kallinger, during periods of lucidity, related to Schreiber the events leading up to his arrest, including an undiscovered mutilation/murder of a young boy, the killing of Kallinger's own son, and of the mutilation/killing of a young nurse, Maria Fasching. Kallinger also relates the



Kallinger and his biographer/confidante, Flora Rheta Schreiber, in conference at the Fairview State Hospital in Pennsylvania.

Jerry Bauer

hallucinations that prompted his erratic behavior.

"The Shoemaker," based on fact, is a strangely compelling and alluring book. Although the subject content reads like a horror-fiction novel, Schreiber has managed to communicate the

eerie functioning of Kallinger's twisted mind.

Psychiatrists who performed an analysis of Kallinger in 1972 determined that he was a schizoid-paranoid personality, and could possibly be a psychopathic personality in need

of treatment. This analysis was conducted as part of a child-abuse trial, and because Kallinger in-

duced his children to recant their testimony, he was released without treatment.

Kallinger, the adopted son of two stone-moving, German immigrant parents, was born for the sole purpose of following in the father's footsteps as a shoemaker. He was rejected by his real mother at the age of three months, kept in a Catholic boarding home until adoption, and after adoption was still denied family closeness. At the age of six following hospitalization for a hernia operation, Kallinger's parents told him that the doctor had also altered his penis, so that it would remain small and of no use as a sexual organ. Ever after that incident, the boy associated sex with knives. His symbolic castration led him to focus on his inability to have sex, at an early age.

Kallinger's father used a green handled knife in his trade to pare shoe leather. Much of the time he had it in hand while upbraiding young Joseph. The boy came to

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ICMA scores again with work on innovative personnel practices

Creative Personnel Practice: New Ideas for Local Government. Edited by John Matzer Jr. Washington, D.C.: International City Management Association, 1984.

By Hal Nees
Division Chief,
Boulder Police Department

"Creative Personnel Practices" is a book that lives up to its title. It is well written and provides information on a broad range of topics that are current and of interest to managers. The editor mentions a list of 13 items that managers should do to become or remain responsive to changing human needs and issues, and two of the 13 seem to be at least partially filled by this work: keeping informed of new personnel techniques and issues, and extending the search for solutions to personnel problems to the private sector.

Matzer's book is divided into five major sections: Increasing Personnel System Effectiveness; Improving Employee Performance; Motivating Employees; New Labor-Management Ventures, and Emerging Personnel Issues. Matzer drew his mix of authors from academia, the private sector and the public sector, and includes contributions from some well respected authors. Just a sampling of the ar-

ticles includes such interesting titles as: "Self-Audit: Measuring Your Organization's Productivity"; "Let's Put Appraisal Back in Performance Appraisal"; "Building a Workable Participative Management System"; "Concession Bargaining: The Time Is Now," and "Sex and Power in the Work Place." But there is much more.

The book includes an interesting article titled "'Comparable Worth' vs. 'Prevailing Rates,'" which first describes what comparable worth means and then goes on to point out all of the problems with such an approach to arriving at pay for various jobs. I was left with the belief that there must be another side to the argument or there would not be as much talk about the subject in management circles. The author, Gerald M. Pauly, who is director of personnel management in Sacramento, Calif., certainly points out some very important issues. Nonetheless, Matzer either should have balanced the article with one that points out some positive points about comparable worth or should have included a more neutral article. Perhaps Matzer's personal bias has shown through in his selection of Pauly's article.

The article titled "Solving Personnel Problems through the Assessment Center" is well writ-

ten and provides much information about how an assessment center operates, as well as pointing out the values of such an approach. Anyone who reads this article will obtain at least a cursory understanding of the nature and use of an assessment center.

The book is well edited and the authors represent a broad, knowledgeable cross section of various fields. The book is weak in some areas, including selection of employees and retirement options/plans. If the editor had included a brief overview of and introduction to the five parts of the book the work would have been improved, although this is overcome to a great degree by what is included in the introduction to the book. If additional information about organizations that have implemented some of the ideas mentioned had been included the book would have been improved. (One possible reason this was not done is that generally if an idea is creative few organizations will have implemented the idea.)

The book is good, worth reading and worth owning. It would serve as a good reader for a class and good introduction for a person who is new to the field of personnel or human resources management. As usual, the ICMA has produced a valuable addition to the general literature of public administration.



Runaways and Non-Runaways in an American Suburb:

An Exploratory Study of Adolescent and Parental Coping

By Albert R. Roberts,
University of New Haven

"Refreshingly concrete and practical"

From the introduction by Albert S. Alissi

Published by The John Jay Press, 444 W. 56th St., New York, NY 10019.

\$3.50 (pb)

Putting ineffective trial counsel to the test

Continued from Page 9
to have a new attorney appointed to handle an appeal, which also called into question the competency of the trial attorney.

The Court of Appeals for the Tenth Circuit reversed the conviction based upon a finding that the respondent's Sixth Amendment right to effective assistance of counsel had been violated. In reaching that decision the Court of Appeals utilized five criteria which that court had found to be relevant to the question in a 1980 case, *United States v. Golub*, 638 F. 2d 185, 189. The criteria included: "The time afforded for investigation and preparation; the experience of counsel; the gravity of the charge; the complexity of possible defenses, and the accessibility of witnesses to counsel." By utilization of "this inferential approach" the Supreme Court determined the error.

In reversing the decision of the Court of Appeals and sending the case back for further proceedings, the Supreme Court noted that lawyers in criminal cases "are necessities, not luxuries." Citing a 1970 Supreme Court decision, *McMann v. Richardson*, 397 U.S. 759, Justice Stevens wrote, "It has long been recognized that the right to counsel is the right to the effective assistance of counsel" and that the accused is entitled to a "a reasonably competent attorney" whose advice is "within the range of competence demanded of attorneys in criminal cases."

Drawing on the rich language of the criminal trial cases in the Federal courts, the opinion quoted Judge Wyzanski, who had written: "While a criminal trial is not a game in which the participants are expected to enter the ring with a near match in skills, neither is it a sacrifice of unarmed prisoners to gladiators" (*United States ex rel. Williams v. Tuomey*, 510 F. 2d 634, 640, cert. denied 423 U.S. 876 [1975]).

Central to the Supreme Court's decision to set aside the appellate court ruling was the fact that there had not been any showing of "an actual breakdown of the adversarial process during the trial of this case." Rejecting the appellate court's five-criteria

test, the Supreme Court found that the application of that test does "not demonstrate that counsel failed to function in any meaningful sense as the Government's adversary."

In its holding, the Supreme Court foreshadowed the companion case decided the same day, noting that the respondent "can therefore make out a claim of ineffective assistance only by pointing to specific errors made by trial counsel."

(*United States v. Cronic*, No. 82-660, decision announced May 14, 1984.)

Right to Counsel

In an 8-to-1 decision announced by Justice O'Connor, the Supreme Court recognized the validity of a widely accepted test for evaluating the ineffectiveness of counsel. That test, which is to be utilized when there is a request for a reversal of a conviction or setting aside of a death sentence, "requires that the defendant show, first, that counsel's performance was deficient and, second, that the deficient performance prejudiced the defense so as to deprive the defendant of a fair trial."

The present case arose out of a 10-day crime spree in September 1976 when the respondent and two accomplices committed three groups of crimes, "which included three brutal stabbing murders, torture, kidnapping, severe assaults, attempted murders, attempted extortion, and theft." Following the arrests of his accomplices, the respondent surrendered to police and voluntarily confessed to his involvement in the third criminal episode. At that point the State of Florida appointed an experienced criminal attorney to represent the respondent.

The attorney actively worked to defend the respondent. However, against the specific advice of the attorney, the respondent confessed to the first two murders. At the time the respondent offered his plea to the judge, he told the judge that "he had no significant prior criminal record and that at the time of his criminal spree he was under extreme stress caused by his inability to support his family."

Following this statement, the court-appointed attorney managed to keep out the respondent's "rap sheet" and worked to minimize the opportunities for the state to present potentially damaging evidence prior to sentencing.

Despite the best efforts of the attorney the trial judge found that "all three murders were especially heinous, atrocious and cruel, all involving repeated stabbings." As a result the judge sentenced the respondent to death on each of the three murder counts.

The respondent then sought to have the capital sentences set aside on the theory that he had been denied effective assistance of counsel. The trial court reviewed the respondent's challenge and concluded that "respondent had not shown that counsel's assistance reflected any substantial deficiency."

tial and serious deficiency measurably below that of competent counsel that was likely to have affected the outcome of the sentencing proceeding."

After making its way through the courts, the present case caught the Supreme Court's attention as a proper case for setting forth a standard for determining if there has been ineffective assistance of counsel. Writing for the eight-member majority Justice O'Connor noted: "The defendant must show that there is a reasonable probability that, but for counsel's unprofessional errors, the result of the proceeding would have been different." Utilizing this standard, the majority found that "respondent suffered insufficient prejudice to warrant setting aside his death sentence."

The Court held that the two-part test stated above, when applied by the inquiring body, must

be viewed in terms of the fundamental fairness of the proceeding whose result is being challenged. By way of explanation, the Supreme Court noted: "A court need not first determine whether counsel's performance was deficient before examining the prejudice suffered by the defendant as a result of the alleged deficiencies. If it is easier to dispose of an ineffectiveness claim on the ground of lack of sufficient prejudice, that course should be followed."

This decision is particularly significant in that the test outlined above is applicable now nationwide to all claims of ineffectiveness of counsel, whether they arise on direct appeal in a state court, in a motion for a new trial, or in a Federal proceeding challenging a state court decision.

(*Strickland v. Washington*, No. 82-1554, decision announced May 14, 1984.)

Philly cops steam over contract with no first-year pay increase

Much to the disappointment of Philadelphia's Fraternal Order of Police, their new police contract does not include a 1985 pay raise.

In what was seen as a major budget victory for Mayor W. Wilson Goode, a three-member arbitration board approved a salary raise of 8 percent in the second year of the two-year contract, but no raise in the first year.

Sgt. Richard Costello, recording secretary for the FOP, said the police union was "disappointed" in the results of the arbitration.

"This city has a song they sing every year at budget time," he said, "and it goes something like this: We have no money. The only thing that changes are the singers."

The lead singer in the municipal negotiations was Mayor Goode, who has said he hopes to freeze the wages of all city workers in his first year in office.

The police union had been negotiating for a 12 percent salary increase in the first year of the contract. Instead, they got a 4 percent increase in their fringe benefit package, totalling \$874 more a year per officer, as well as the salary increase in the second year that would raise the officers' base pay from \$23,851 to \$26,584. The new contract goes into effect July 1.

FOP president Bob Hurst said the union feels "the city is trying to balance the budget on the backs of police officers."

The only thing the police had to

sing about was the increase in the pensions of retired officers. "For the first time in 11 years we got an increase for our pensioned officers," he said. "They're getting \$470 a month now, and with the new contract they'll get an extra \$300 a year in the first year, and \$600 a year the second year" of the contract.

The police were not alone in their criticism of the new contract. Leaders of two other Philadelphia municipal labor unions decried the contract — the first reached by the city in negotiations with its four municipal unions — saying it set a standard that will be difficult for them to break in conducting their own negotiations.



Bomber's trail

Milwaukee police bomb-squad members check a downtown alley for evidence after a homemade bomb was discovered there May 31. Earlier in the day a female city worker was injured when another bomb exploded while she was picking up refuse in the grass at the downtown Civic Center Plaza.

Wide World Photo

NOBLE aims high in fostering minority policing

Continued from Page 9
nant or above) in municipal, state and Federal police agencies. Over the next five years, NOBLE aims to organize chapters in 40 states and 20 major cities.

To reach that goal, NOBLE will have to vigorously pursue one of its objectives — to increase minority participation in law enforcement — because the number of blacks and other minorities in police service is not rising. Black officers have been laid off in disproportionate numbers when the last-hired, first-fired method

is used during police cutbacks. Much progress was made during the late 1960's and 70's in adding black officers. Matthews noted, "but now those officers are coming to retirement age and so there is a big gap in the middle-management area."

Nevertheless, NOBLE is here to stay — and, no doubt, grow — in service to law enforcement.

(Ordway P. Burden welcomes correspondence to his office at 651 Colonial Blvd., Westwood P.O., Washington Twp., NJ 07675.)

What to do about the status-offender problem

Community Treatment of Juvenile Offenders: The DSO Experiments.
By Solomon Korbin and Malcolm W. Klein.
Beverly Hills, Calif.: Sage Publications, 1983.
340 pp.

By David L. Rathbone
Director of Court Services
Elkhart County, Ind.

"Community Treatment of Juvenile Offenders" set out to investigate whether an effort in the late 1970's to de-institutionalize status offenders was successful. As many readers may remember, the passage of the Juvenile Justice and Delinquency Prevention Act of 1974 marked the start of a major Federal effort to pre-

vent the incarceration of status offenders in jails, detention centers, correctional facilities and other institutional settings.

Korbin and Klein summarize the highlights of the study of this Federal program to encourage the de-institutionalization of status offenders, which was conducted at eight locations throughout the United States. Their work is divided into three major areas: Mandate and Content; Program Models, and Results.

The book commences with a discussion of previous Federal efforts to prohibit the incarceration of juveniles, and the authors quickly point out that in order to conceptualize the movement toward "de-institutionalization," it is important to understand three others interrelated

strategies: "divestment," "diversion" and "de-carceration." The authors then go on to explain the development of Federal involvement in delinquency control up to the passage of the Juvenile Justice and Delinquency Act of 1974. Essentially, the authors utilize Part I of the book to lay the groundwork for the remainder of the book, as they discuss evaluation design, characteristics of status offenders and offenses of status offenders.

Part II provides an overview of "receptive sites," in Chapter 5, and "conflict and resistive sites," in Chapter 6. In conjunction with "receptive sites," the authors look at the design and development, the environment, (both institutional and community), and the operation of the program and the respective problems in three areas selected for the DSO experiment: Pima County, Ariz., Alameda County, Calif., and Spokane County, Wash.

Illinois, Connecticut, Delaware, South Carolina, and Clark County Wash., comprised the five sites which experienced difficulty with implementing the DSO program — the "conflict and resistive

sites." The difficulties were different in both degree and character. In Illinois and Connecticut there existed constant conflict in program efforts to remove status offenders from the exclusive control of the court. In South Carolina and Delaware there was little, if any, desire to question either the legitimacy or appropriateness of the court's total control over both minor and serious juvenile behavior. Clark County, Wash., was omitted from the study due to the limited use of Federal funds and narrowness of the program.

Part III basically reveals the results of the DSO program. Initially program components and client recidivism are viewed through a multi-level analysis. Although differences existed among the eight sites, they all exhibited some basic common threads. Each program operated with a political, administrative and organizational structure provided by the police and court jurisdiction. Each site developed ways to provide service to clients.

In the final chapter, "DSO Realities and Implications," the authors set forth their interpreta-

tion of the outcomes of the DSO program. The overall interpretation is that programs such as DSO are not designed to benefit the client alone during the life of the program, but that the programs are designed for a long-term benefit. Therefore, the importance of the DSO project is an indication of possible "service potential." One disturbing note is the lack of evaluation methodology that could have been utilized in conjunction with this program. It is imperative that sound, correct evaluations be built into a program of this nature so that the effectiveness of programs can be determined.

The authors are to be commended for a thorough, detailed analysis of the DSO experiments. The book certainly makes a strong case for proper evaluation methodology being utilized in social programs, and the need for careful planning to insure that programs of this nature will have greater utility. The book is certainly enlightening and, at a minimum, can assist professionals in avoiding the same problems experienced by the DSO experiments.

Inside the mind of killer Joseph Kallinger

Continued from Page 15
associate the knife with violence, seeing the knife in his nightmares.

In adulthood, Kallinger could only function sexually when he had a knife in his hand, or when he was picturing mutilation of sexual organs with a knife in order to get an erection.

The adult Kallinger became obsessed with evil, demonic visitations, and visits from "God." His adult fantasies dealt with torture, death, mutilations, and revenge against society. He felt that if he could not obey God's commands to correct society by placing therapeutic wedges in their shoes, then his only alternative was to kill everyone. Voices from the nether world commanded him to exterminate the human race. Mental images reflected actions for Kallinger to follow in doing this. He interpreted them as orders from God.

To carry out these commands, Kallinger conscripted his then 13-year-old son, Michael. Michael readily joined his father in robbing several homes, helped him to kill another son, Joey, and to kill a young boy, Jose Callozo, by cutting off the boy's penis. At the time Kallinger killed Maria Fasching, young Michael was robbing others and keeping them hostage in upstairs bedrooms. Michael also raped one of their victims while burglarizing a wealthy home on another occasion.

Kallinger, by directives emanating from his visions of himself as God, was to exterminate the world's population by mutilation and removal of their sexual organs, and only with a knife.

After Kallinger's arrest and convictions in 1975, he was given a sentence of 30-to-80 years in prison for the robberies, having been judged sane for criminal trial purposes. Other convictions and sentences followed from the other states.

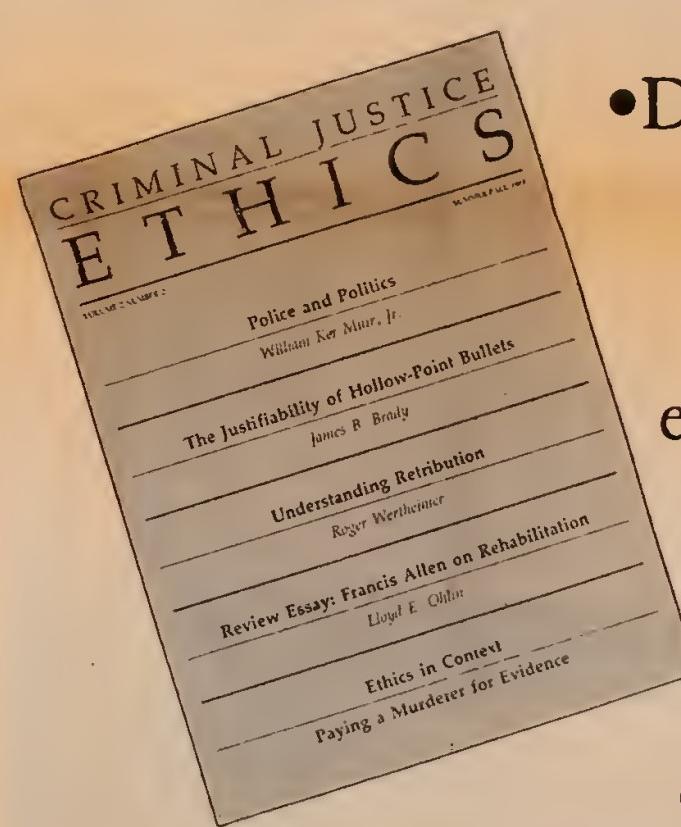
Kallinger, who was never ad-

judged insane during any trial, was instead accused of acting insane for the sake of establishing a defense. He was labeled a totally evil man, and as such non-redeemable. However, in jail, he again started having hallucinations telling him to cut and to kill, and he attempted to kill a fellow inmate. He was sent to Pennsylvania's Fairview State Hospital for the Criminally Insane, where he stays to this day.

Psychiatrists' findings indicate that there is evidence of a schizophrenic process of long duration. Kallinger showed early emotional deprivation, and the nature of his psychosis is destructive, directed both externally and internally toward the self. They further discovered that he at times functioned at the bidding of hallucinations and delusions (of being God, or God's designated executioner), and in concert with his fusion of sexuality and aggression, caused by his youthful experiences. The psychiatrists determined that he would ever be a danger to society, and was beyond rehabilitation or redemption.

The reasons Michael so readily accepted his father's abnormalities and joined in the mayhem and murders were not assessed. Michael was placed in a foster home, placed on probation until his 21st birthday, and refused to discuss in any way what had happened involving his father. He also changed his name when he was put into custody of a foster home, responding only through his lawyer.

What is so impressive about the Kallinger chronicles is that Schreiber, through her interviews with Kallinger over a long period, happened upon the previously undetected hallucinations, and the key to his disturbance, that single isolated incident in his youth, his parents' attempt to psychologically castrate him. Once again, truth proves stranger than fiction.



- Deadly force
- Plea bargaining
- The exclusionary rule
- The insanity defense
- The death penalty

Everybody talks about them. CRIMINAL JUSTICE ETHICS is the journal that analyzes them from a moral point of view.

For more information contact:
The Institute for Criminal Justice Ethics,
John Jay College of Criminal Justice, 444 W. 56th St., New York, NY 10019.
(212) 247-1600

Jobs

Information Services Director. The Charlotte, N.C., Police Department has an opening for an Information Services Director to supervise and coordinate all activities of the records and analysis, communications, data processing and public information bureaus.

Applicants should have prior experience in police records systems, and have some knowledge of computer applications, systems design, and computer-assisted dispatch. Applicants should also be familiar with the laws and procedures governing the security of police records and the release of information. Applicants should have prior managerial and supervisory experience. Prefer B.A. or B.S. in computer science, business administration, public administration or other appropriate field. Salary range is \$27,284 to \$34,823 per year.

Send resume with salary information to: Art Brown, Personnel Department, City of Charlotte, 600 East Trade Street, Charlotte, NC 28202.

Criminal Justice Faculty. York College of Pennsylvania has a faculty (instructor) position vacancy in the criminal justice section of the Behavioral Sciences Department, beginning fall 1984.

Requirements include at least a master's degree in criminal justice or a related field. General practical experience in criminal justice is desirable. This is a tenure-track, contractual nine-month position, with the opportunity of summer employment. Salary is negotiable.

To apply, send vita and a letter of application to: Martin S. Devers, Criminal Justice Coordinator, York College of Pennsylvania, Country Club Road, York, PA 17405. Closing date for applications is July 15, 1984.

Police Officers. The City of Portland, Ore., is recruiting police officers on a continuous basis.

Applicants must have completed 90 term hours (60 semester hours) of study at an accredited college or university, must be 21 years of age by the date of appointment, and must be U.S. citizens. Those candidates receiving a passing grade on the written examination (which will assess the skills, knowledge, abilities and personal attributes required for performance of the job of entry-level police officer) must be possess or be able to obtain an Oregon driver's license, and meet all applicable physical and personal character requirements.

Information about exam scheduling and applicant procedures may be obtained from: City of Portland Civil Service Board, 1220 S.W. 5th Avenue, Room 170, Portland, OR 97204. Telephone: (503) 248-4352.

Administrative Assistant to County Administrator. Ontario County, N.Y., is seeking an individual to serve as first assistant to the county chief executive. Duties include supervision of all aspects of county programs, including fiscal operations, planning, program evaluation, personnel management and government reporting.

Candidates will be expected to possess broad knowledge of county government operations and needs, and demonstrate a proven record of accomplishment in prior work experience. Minimum qualifications include a bachelor's degree from a regionally accredited or New York State-registered college and one year of responsible administrative or supervisory office or program management in a public agency or private business, or graduation from high school (or GED) and five years of responsible office or

program experience, one year of which shall have been in a responsible administrative or supervisory capacity. Salary range is \$39,500 to \$46,500.

Formal applications and further information may be obtained from: Mrs. Georgia C. Delaney, Ontario County Personnel Officer, Department of Personnel, 120 North Main Street, Canandaigua, NY 14424.

Administrative Services Director. The Largo, Fla., Police Department is seeking a civilian director for its administrative services section. The section is responsible for the preparation and control of a \$5-million line-item budget, payroll, purchasing, central supply, fleet management for a 50-vehicle fleet, facilities and equipment maintenance and special administrative projects.

The director supervises six subordinate personnel, and should have a bachelor's degree in business or public administration, finance or a related field. A master's degree is preferred. Candidates should have at least three years experience in progressively responsible supervisory/administrative work or an equivalent combination of training and experience.

The position offers a competitive salary with executive benefit program, including I.C.M.A. deferred compensation, health, life and accident insurance, a state-supplemented education and salary incentive program (police only) and an excellent retirement system. Florida has no state income tax.

Submit detailed resume to: Chief of Police, Largo Police Department, P.O. Box 296, Largo, FL 33540. Application deadline is August 1, 1984.

Public Safety Communications Division Commander. The City of

Largo, Fla., is seeking an experienced public safety professional to head its public safety communications division. The division is commanded by a police captain and is responsible for all facets of police, fire and emergency medical service communications within the City of Largo and surrounding jurisdictions using the city's communications services.

The individual chosen will be responsible for effectively supervising 25 subordinate employees, and must possess a bachelor's degree in law enforcement, business administration or a related degree supplemented with advanced technical law enforcement and management training. Candidates must possess or be able to obtain a valid State of Florida Certificate of Comparative Compliance for police officers, and must have a minimum of seven years experience in law enforcement with at least three years progressively responsible supervisory/management experience. A background in emergency communications with computer-aided dispatch system is highly desirable. The position is subject to future rotation between the Operations and Support Services Divisions as part of a career-development program.

The position offers a competitive salary with executive benefit program, including I.C.M.A. deferred compensation, health, life and accident insurance, a state-supplemented education and salary incentive program (police only) and an excellent retirement system, along with uniforms, clothing and cleaning. Florida has no state income tax.

Submit detailed resume to: Chief of Police, Largo Police Department, P.O. Box 296, Largo, FL 33540. Application deadline is August 1, 1984.

Aurora Avenue, Aurora, IL 60505. Telephone: (312) 896-8860. An equal opportunity employer.

In-Service Training Operations Coordinator. An experienced police trainer is being sought to handle the decentralized delivery and coordination of approximately 200 separate conferences, workshops, seminars and training programs held each year for 6,000 in-service practitioners and civilian support personnel.

Applicants should have demonstrated interest in adult education/in-service programming for every level of responsibility; integrity in personal and professional relationships; excellent writing skills, and a pragmatic understanding of the staff concept application to multiple units of government and law enforcement administrators. An associate's degree in law enforcement/adult education or their equivalent and at least three years experience in either field are required minimums.

Salary range is \$26,000 to \$32,000 per year, with full fringe benefits, including vacation pay and pension plan.

To apply, send complete resume and transcripts before June 30, 1984, to: Patrick O'Shea, Director, North East Multi-Regional Training Inc., 971 Aurora Avenue, Aurora, IL 60505. Telephone: (312) 896-8860. An equal opportunity employer.

Federal Protective Officers. The General Services Administration has career service positions available for Federal Protective Officers.

A written exam will be given on the first Monday of each month at the Office of Personnel Management, 1900 E Street, N.W., Washington, D.C. For further information, contact the GSA at (202) 472-1390.

Position Announcement

Police Officer

Salary Range:

\$12,400 to \$12,700

The City of Florence is seeking mature adults to serve as career law enforcement officers. Minimum age is 21; must present copies of a valid driver's license, birth certificate, high school diploma, and military discharge papers (where applicable). Documents MUST accompany the application.

Applicants will be required to satisfactorily complete a background investigation, written examination, psychological, a series of interviews, polygraph, dexterity exam, and medical examination.

The City offers an attractive benefit and employee package, along with a college tuition reimbursement program. Officers will be required to work a 4-10 work schedule.

Closing date for applications will be June 29, 1984. Applications will be received in the Personnel Department, Room 103-C, Drawer PP, City Council Complex, Florence, SC 29501.

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300 North Zeeb Road
Dept PR
Ann Arbor MI 48106
USA

30-32 Mortimer Street
Dept PR
London WIN 7RA
England

Upcoming Events

AUGUST

- 5-7. Tire Forensics for the Accident Investigator. Presented by the Institute of Police Traffic Management. To be held in Jacksonville, Fla. Fee: \$250.
- 8-8. Introduction to Microcomputer Workshop for Police Managers. Presented by the Institute of Police Traffic Management. To be held in Jacksonville, Fla. Fee: \$395.
- 8-10. Defensive Tactics I. Presented by Smith & Wesson Academy. To be held in Springfield, Mass. Fee: \$375.
- 8-10. Microcomputer Workshop. Sponsored by the Institute of Police Traffic Management. Fee: \$425.
- 8-10. Police Budget Workshop. Presented by the Institute of Police Traffic Management. To be held in Jacksonville, Fla. Fee: \$295.
- 8-10. Executive Development Seminar. To be held by the Institute of Police Traffic Management. To be held in Jacksonville, Fla. Fee: \$295.
- 8-Nov. 2. 72nd Administrative Officers Course. Sponsored by the University of Louisville. To be held at the Southern Police Institute, Louisville, KY. Fee: \$1,200. For further information contact: Ms. Shirley Beck at (502) 588-6561.
- 12-16. NDAA Summer Conference & Exhibitors Show. Presented by the National District Attorneys Association. To be held in San Diego, Ca. If you care to participate, booth space will be \$700 a booth.
- Defensive Tactics II. Presented by Smith & Wesson Academy. To be held in Springfield, Mass. Fee: \$375.
- 13-17. Microcomputer Programming with a Data Base Management System. Presented by Institute of Police Traffic Management. To be held in Jacksonville, Fla. Fee: \$560.
- 13-17. DWI Instructor. Sponsored by the Institute of Police Traffic Management. To be held in Jacksonville, Fla. Fee: \$295.
- 13-17. Firearms Instructor Course.
- Presented by Smith & Wesson Academy. To be held in Springfield, Mass. Fee: \$450.
- 15-18. Microcomputer Workshop for the Police Manager. Presented by the Institute of Police Traffic Management. Fee: \$150.
- 15-17. Sex Crimes Investigation. Conducted by University of Delaware.
- 15-17. Small Computers in Criminal Justice Agencies. Presented by the Anderson Publishing Company. Fee: \$285. To be held in Fort Mitchell, Kentucky.
- 15-17. Cause and Origin of Fires, Arson & Explosions. Presented by the National Association of Fire Investigators. To be held in Chicago, Ill. Fee: \$150.
- 15-19. Analytical Investigation Methods. Presented by ANACAPA Sciences, Inc. Sponsored by the Georgia Police Academy. To be held in Atlanta, Ga. Fee: \$395.
- 15-19. Crime Prevention/Loss Prevention in The Corporate Environment. Presented by the National Crime Prevention Institute. To be held in Louisville, Ky.
- 15-18. Legal Problems and the Changing Family: A Program for Educators and Educational Counselors. Presented by the Continuing Education Service of the Pennsylvania State University. To be held at Pennsylvania State University. Fee: \$215. For further course information contact: Jack H. Williams at (814) 863-0210. For registration info. contact: Chuck Herd at (814) 863-3551.
- 17-18. Microcomputer Workshop for the Police Manager. Presented by the Institute of Police Traffic Management. Fee: \$150.
- 18-PSA-3 Day. Sponsored by Police Service Area No. 3 of the New York City Housing Police. For further information contact, Bill Liell at 875-5733.
- 20-22. Pressure Point Control Course. Presented by Smith & Wesson Academy. To be held in Springfield, Mass. Fee: \$175.
- 20-24. Level I Shotgun. Presented by Smith & Wesson Academy. To be held in Springfield, Mass. Fee: \$450.
- 21-24. Financial Investigative Techniques (Narcotics Cases). Presented by the Criminal Justice Center Police Academy. Fee: \$120.
- 21-24. Detention Center Management. Presented by the Institute for Court Management.
- 22-24. Police Fleet Management. Presented by the International Association of Chiefs of Police. Tuition: \$375 members, \$425 non-members.
- 22-26. Officer Survival. Presented by the Georgia Police Academy.
- 22-26. Collective Bargaining for Law Enforcement Agencies. Presented by International Association of Chiefs of Police. Tuition: \$425 members, \$475 non-members.
- 25-31. Auto Theft Training Seminar. Sponsored by the International Association of Auto Theft Investigators. To be held in Reno, NV. Fee: \$70.
- 27-29. Public Information Officer: A Practical Approach. Presented by Southwestern Law Enforcement Institute. Fee: \$250.
- 27-31. Level II Shotgun Instructor. Presented by Smith & Wesson Academy. To be held in Springfield, Mass. Fee: \$450.
- 29-September 2. Special Weapons and Tactics (SWAT). Presented by the Georgia Police Academy.
- 30-September 23. Advanced Traffic Management. Presented by the Georgia Police Academy.
- 30-31. Street Survival. Presented by Calibre Press, Inc. To be held in San Diego, Calif. Fee: \$60.
- 10-Oct. 19. Polygraphist Training Program. Sponsored by The National Training Center.
- 12-13. 20th Oil & Gas Accounting Institute. Presented by The Southwestern Legal Foundation. For further information call Cindie J. Burkett at (214) 690-2377.
- 12-14. Firearms Instructor Update. Presented by Smith & Wesson Academy. To be held in Springfield, MA. Fee: \$100.
- 14-15. Street Survival. Sponsored by Calibre Press, Inc. To be held in Minneapolis, MN. Fee: \$65.
- 17-18. Security Seminar. Sponsored by the International Association for Hospital Security. To be held in Atlantic City's Golden Nugget, NJ.
- 17-19. Computer Security for Security Professionals. Presented by MIS Training Institute. To be held in Atlanta, GA. Fee: \$650.
- 17-21. Crime Scene Technology. Presented by Sirchie Finger Print Laboratories. Fee: \$300.
- 17-21. Level II Revolver Course. Presented by Smith & Wesson Academy. To be held in Springfield, MA. Fee: \$350.
- 19-21. Law Enforcement Tools. Sponsored by the Criminal Justice Center Police Academy, Sem Houston University.
- 19-21. Computer Crime. Presented by the International Association of Computer Crime Investigators. To be held in New York. Fee: \$425.
- 20-21. Evaluating & Selecting Security Software. Presented by MIS Training Institute. To be held in Atlanta, GA. Fee: \$450.
- 23-25. Child Passenger Safety Conference. Sponsored by the California Child Passenger Safety Association and Valley Children's Hospital. To be held in Monterey, CA.
- 24-25. Managing the Unsatisfactory Employee in Law Enforcement. Presented by The Traffic Institute. Fee: \$220.
- 24-25. The Police Executive and Futurism. Sponsored by the Southwestern Law Enforcement Institute. Fee: \$125.
- 24-27. Chemical Agents. Sponsored by Smith & Wesson Academy. To be held in Springfield, MA. Fee: \$350.
- 24-28. VIP Protective Operations. Sponsored by the Police International, Ltd. To be held in Washington, DC. Fee: \$645.
- 24-28. Firearms Instructor Course. Presented by Smith & Wesson, Inc. To be held in Springfield, MA. Fee: \$450.
- 24-Oct. 5. Technical Accident Investigation. Sponsored by The Traffic Institute. Fee: \$500.
- 26-27. Legal Liability of Police Administrators. Presented by The Traffic Institute. Fee: \$330.
- 26-27. Street Survival. Presented by Calibre Press, Inc. To be held in Modesto, CA. Fee: \$66.
- 25-28. The Public Information Officer: A Practical Approach. Presented by the Southwestern Law Enforcement Institute. Fee: \$250.
- 26-28. Computer Crime. Sponsored by the International Association of Computer Crime Investigators. To be held in Washington, DC. Fee: \$425.
- 25-28. Police Performance Evaluation and Appraisal Workshop. Presented by The Traffic Institute. Fee: \$330.
- 30-Oct. 4. Police Firearms Instructors Conference. Sponsored by the International Association of Law Enforcement Firearms Instructors. To be held in Nashville, TN.

SEPTEMBER

- 4-Oct. 12. Delinquency Control. Presented by the Delinquency Control Institute.
- 5-7. Officer Survival. Sponsored by Smith & Wesson Academy. To be held in Springfield, MA. Fee: \$350.

- 17-21. Level II Revolver Course. Presented by Smith & Wesson Academy. To be held in Springfield, MA. Fee: \$350.

by Smith & Wesson Academy. To be held in Springfield, MA. Fee: \$450.

19-21. Law Enforcement Tools. Sponsored by the Criminal Justice Center Police Academy, Sem Houston University.

19-21. Computer Crime. Presented by the International Association of Computer Crime Investigators. To be held in New York. Fee: \$425.

20-21. Evaluating & Selecting Security Software. Presented by MIS Training Institute. To be held in Atlanta, GA. Fee: \$450.

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24-25. Managing the Unsatisfactory Employee in Law Enforcement. Presented by The Traffic Institute. Fee: \$220.

24-25. The Police Executive and Futurism. Sponsored by the Southwestern Law Enforcement Institute. Fee: \$125.

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24-28. VIP Protective Operations. Sponsored by the Police International, Ltd. To be held in Washington, DC. Fee: \$645.

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26-27. Legal Liability of Police Administrators. Presented by The Traffic Institute. Fee: \$330.

26-27. Street Survival. Presented by Calibre Press, Inc. To be held in Modesto, CA. Fee: \$66.

25-28. The Public Information Officer: A Practical Approach. Presented by the Southwestern Law Enforcement Institute. Fee: \$250.

26-28. Computer Crime. Sponsored by the International Association of Computer Crime Investigators. To be held in Washington, DC. Fee: \$425.

25-28. Police Performance Evaluation and Appraisal Workshop. Presented by The Traffic Institute. Fee: \$330.

30-Oct. 4. Police Firearms Instructors Conference. Sponsored by the International Association of Law Enforcement Firearms Instructors. To be held in Nashville, TN.

OCTOBER

1-5. Basic Hostage Negotiation Workshop. Presented by The Traffic Institute. Fee: \$385.

23-Street Survival Seminar. Presented by Calibre Press. To be held in San Antonio, TX. Fee: \$65.

3-5. 16 Securities Regulation Symposium. Sponsored by The Southwestern Legal Foundation.

7-10. 10th Annual North American Victim Assistance Conference. Presented by The National Organization for Victim Assistance. To be held in Des Moines, IO.

8-12. Police Traffic Radar Instructor Training. Presented by The Traffic Institute. Fee: \$385.

8-12. Vehicle Dynamics. Sponsored by The Traffic Institute. Fee: \$250.

12. First Annual Justice, Safety and Loss Prevention Conference. Presented by the Eastern Kentucky University. To be held in Richmond, KY.

15-19. Crime Scene Technology. Presented by Sirchie Finger Print Laboratories. Fee: \$300.

15-19. Field Training Officers Program. Presented by The Traffic Institute. Fee: \$330.

15-26. Traffic Accident Reconstruction. Presented by The Traffic Institute. Fee: \$650.

15-26. Criminal Intelligence Analysis. Sponsored by ANACAPA Sciences, Inc. Co-sponsored by the Texas Department of Public Safety. To be held in Austin, TX.

Directory of Training Sources

Academy of Security Educators and Trainers, Inc. ASET Suite, Executive Office Building, 825 E. Baltimore St., Baltimore, MD 21202.

ANACAPA Sciences Inc., Law Enforcement Programs, Drawer Q, Santa Barbara, CA 93102

Calibre Press, 666 Dundee Rd., Suite 1607, Northbrook, IL 60062

California Child Passenger Safety Association, 3320 Kemper St., Suite 102, San Diego, CA 92110. Tel.: (800) CAR-SEAT.

Center for Criminal Justice, Case Western Reserve University, Cleveland, OH 44106. Tel.: (216) 368-3308.

Colorado State University, Department of Conferences and Institutes, Fort Collins, CO 80523. Tel.: (303) 491-6222.

Crime Prevention Coalition, Room 718, 805 15th Street, N.W., Washington, DC 20006. Tel.: (393-7141).

Criminal Justice Center, John Jay College of Criminal Justice, 444 West 56th Street, New York, NY 10019. Tel.: (212) 247-1600

Delinquency Control Institute, University of Southern California, 3601 South Flower Street, Los Angeles, CA 90007. Tel.: (213) 743-2497.

Eastern Kentucky University, Conference info. — 467 Stratton Building, Richmond, KY 40475. Tel.: (606) 622-3565.

Federal Correctional Institution, Special Programs, FCI/EKU, Perkins Building, Richmond, KY 40475. Tel.: (606) 265-1158 or (606) 265-6812.

Florida Institute for Law Enforcement, St. Petersburg Junior College, P.O. Box 13489, St. Petersburg, FL 33733.

Frank A. Bolz Associates, Inc. 320 East 34th Street, Suite 1C, New York, N.Y. 10016.

Georgia Police Academy, 959 E. Confederate Ave., P.O. Box 1456, Atlanta, GA 30371. Tel.: (404) 656-6105.

Institute of Police Traffic Management, University of North Florida, 4567 St. Johns Bluff Rd. So., Jacksonville, FL 32216

Insurance Society of Philadelphia, 737 Public Ledger Building, Philadelphia, PA 19106. Tel.: (216) 627-5306.

International Association of Auto Theft Investigators, 12416 Feldon Street, Wheaton, MD 20906. Tel.: (301) 946-4114.

International Association of Computer Crime Investigators, 100 Gough Street, Suite 8F, San Francisco, CA 94109. Tel.: (415) 342-3138.

International Association for Hospital Security, P.O. Box 637, Lombard, IL 60148. Tel.: (312) 963-0990.

International Association of Law Enforcement Firearms Instructors, P.O. Box 598, Brookline Village, MA 02147-0598. Tel.: (617) 734-0200.

International Security Congress 1984 Inc., 160 Duncan Mill Road, Don Mills, Ontario, Canada M3B 1Z5. Tel.: (416) 447-1821.

Justice System Training Association, Box 356, Appleton, WI 54912. Tel.: (414) 731-8893.

Massachusetts Criminal Justice Training Council, 1 Ashburton Pl., Room 1310, Boston, MA 02108

McCabe Associates, 564 Broadway, Bayonne, NJ 07002. Telephone: (201) 437-0026.

Milwaukee Area Technical College,

1015 North Sixth Street, Milwaukee, Wis. 53203.

MIS Training Institute, 4 Brewster Road, Framingham, MA 01701. Telephone: (617) 879-7999.

National Association of Fire Investigators, 53 West Jackson Boulevard, Chicago, IL 60604. Telephone: (312) 939-6050.

National Crime Prevention Institute, School of Justice Administration, University of Louisville, Louisville, KY 40292.

National District Attorneys Association, 708 Pendleton Street, Alexandria, VA 22314. Telephone: (703) 549-9222.

National Intelligence Academy, 1300-1400 N.W. 62nd Street, Fort Lauderdale, FL 33309.

National Organization for Victim Assistance, 1767 Park Rd., N.W., Washington, DC 20010. Tel.: (202) 232-8560.

National Training Center, Richard O. Arthur, 200 West 57th Street, New York, NY 10019. Tel.: (212) PL5-5241.

New England Institute of Law Enforcement Management, Babson College, Drawer E, Babson Park, MA 02167.

New York City Housing Authority, 3rd Police Service Area, Brooklyn North, 4 Auburn Place, Brooklyn, NY 11206. Tel.: (212) 875-6733.

Pennsylvania State University, S-159 Human Development Bldg., University Park, PA 16802

Police Executive Development Institute (POLEX), The Pennsylvania State University, S169 Human Development Building, University Park, PA 16802. Tel.: (814) 863-0262.

Police International Ltd., 7297-D Lee

Highway, Falls Church, VA 22042. Tel.: (703) 237-0135.

Police Officers Training Service, Soundview Avenue, Southold, NY 11971. Tel.: (516) 765-5472.

Richard W. Kobetz and Associates, North Mountain Pines, Route Two, Box 342, Winchester, VA 22601. Tel.: (703) 662-7288

Rockland Community College, Criminal Justice Institute 145 College Road, Suffern, NY 10590.

Ross Engineering Associates, 7906 Hope Valley Court, Adamstown, MD 21710

Sam Houston State University, Criminal Justice Center Police Academy, Box 2296, Huntsville, TX 77341.

Sirchie Finger Print Laboratories, Criminalistics Training Center, 114 Triangle Drive, P.O. Box 30576, Raleigh, NC 27622.

Smith & Wesson Academy, 2100 Roosevelt Avenue, Springfield, Mass. 01101. Telephone: (413) 781-8300.

Southwestern Law Enforcement Institute, P.O. Box 707, Richardson, TX 75080. Tel.: (214) 690-2370.

Southwestern Legal Foundation, P.O. Box 830707, Richardson, TX 75083. Tel.: (214) 690-2377.

Traffic Institute, 556 Clark Street, P.O. Box 1409, Evanston, IL 60204

University of Delaware, 2800 Pennsylvania Avenue, Wilmington, DE 19806. Tel.: (302) 738-8155

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The Olympics' backstage stars

While thousands of athletes from around the world have been working themselves into peak shape for the 1984 Summer Olympics in Los Angeles next month, thousands of police officers have been working just as hard to get the security, crowd control and traffic management plans into shape. LEN's up-to-the-minute status report starts on

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